

سكنا من الالاهل

# FINANCIAL TIMES

## Roman agenda

How long can  
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World Business Newspaper

FRIDAY FEBRUARY 3 1995

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## Flooding still a risk as Dutch water levels fall



Dutch soldiers continued to patrol vulnerable parts of the dyke at Ochten (above) after officials warned that there was still a high risk of some dykes collapsing even though flood waters in the Netherlands had started to recede. Nearly 2,500 people have left their homes, but more may need to be evacuated. In France, flood damage at Peugeot-Citroën's foundry at Charleville near the Belgian border has halted the French carmaker's assembly operations, affecting about 50,000 workers. Page 3

**Fiat to return to profits:** Chairman Giovanni Agnelli confirmed that the Italian motor and industrial group would be back in profit for 1994 after a loss-making 1993. Shareholders have been told to expect taxable profits of L1,750bn (£1.06bn). Page 21; Lex, Page 20

**Kidnapped deputy found dead:** Russian parliamentary deputy Sergei Skorchikov was found dead near Moscow after being kidnapped. Page 2

**UK raises interest rates:** Britain raised official interest rates by half a percentage point to 6.75 per cent to try to prevent inflation. The increase had been widely expected by the financial markets. Page 20; Background, Page 8; London stocks, Page 34

**Northern Ireland talks under pressure:** British prime minister John Major struggled to limit the political damage caused by leaked extracts from a draft document for a Northern Ireland peace framework. But Ulster Unionist parliamentarians threatened to withdraw support from his government unless the document was revised. Page 20; Background, Page 8; Observer, Page 19

**Intel cuts Pentium chip prices:** Intel, hit last year by problems over its Pentium microchip, is cutting the chips' prices by up to 40 per cent this week.

**UK cuts tax-collectors' jobs:** Britain's Inland Revenue plans to cut up to a quarter of its staff over the next seven years and shut half its present number of tax offices. Page 8

**Peru in new attack on Ecuador:** Peru launched another attack on Ecuadorian troops near their common border. The fresh fighting broke out as officials from both sides failed to agree a ceasefire. Page 5

**Wellcome rushes out results:** The UK drugs company issued its full-year results a month ahead of schedule as part of its attempt to attract a rival bid to the £9bn (\$5.7bn) offered by rival Glaxo. Pre-tax profits, excluding exceptional items, were 18.2 per cent higher at £750m. Page 21; Lex, Page 20

**Nordbanken, biggest casualty of Sweden's 1992 banking crisis,** may be fully privatised later this year. Finance minister Göran Persson said the Social Democratic government favoured returning Nordbanken - estimated to be worth about SEK2,000 (\$2.7bn) - to the private sector. Page 22

**More strikes in Germany:** Members of Germany's IG Metall union staged a fourth day of brief warning strikes aimed at eliciting a wage offer from employers.

**Third World telecoms plan:** The International Telecommunications Union is launching a venture later this month to channel private sector funds into Third World telecoms development. The UN agency aims to narrow the widening "communications gap" between rich and poor countries. Page 6

**Call for ferry changes:** A safety panel set up by UN watchdog agency the International Maritime Organisation wants ferry owners to make structural alterations that will keep their ships afloat longer in a disaster. But the IMO group, set up after the Estonia sank, said it would not make specific demands on owners.

**French road deaths down:** The numbers killed on French roads fell to a 38-year low of 8,538 in 1994 - the year France lowered the level of alcohol permissible in a driver's blood.

STOCK MARKET INDICES				STERLING			
FT-SE 100	3,884.7	(+17.4)		New York: S&P 500	1,585		
Yield	4.27			London:			
FT-SE Eurotrack 100	1,512.8	(-0.59)		D	1,582	(1,581)	
FT-SE All-Share	1,497.19	(+0.5%)		DM	2,485	(2,488)	
Nikkei	18,604.38	(-135.17)		FF	5,250	(5,249)	
New York: S&P 500	1,585	(+0.07)		SP	2,470	(2,468)	
Dow Jones Ind. Ave.	3,885.00	(+0.51)		Y	157,528	(157,301)	
S&P Composite	470.91			2 Index	88.9	(88.7)	
US LUNCHTIME RATES				DOLLAR			
Federal Funds	5.75%			New York: S&P 500	1,585		
3-mo Treas. Bill	5.618%			London:			
Long Bond	7.75%			DM	1,518		
Yield	7.75%			FF	5,250		
LONDON MONEY				SP	2,470		
3-mo Interbank	5.75%	(83%)		Y	157,528		
Life long bill future	Mar 102.5	(Mar 102.5)		DM	1.52	(1,522)	
NORTH SEA OIL (Argus)				FF	5,250	(5,278)	
Brent 15-day (Mar)	\$16.89	(16.77)		SP	1,285	(1,286)	
GOLD				Y	88.56	(88.48)	
New York: COMEX Feb	\$378.9	(378.7)		S Index	88.6	(88.7)	
London	\$378.1	(378.2)		Tokyo close Y 99.32			

Australia	Schaeff	Geoco	D400	Melb	Lomb	Cater	CR13.00
Belgium	Chn 250	Hong Kong	H4016	Moscow	M0116	S. Africa	S811
Denmark	8970	Hungary	F118	Spain	41.38	Switzerland	S84.30
France	1400.00	India	8020	Nigeria	N4050	Slovakia	PP450.00
Germany	221.10	Italy	7975	Norway	N018.00	S. Africa	R12.00
Greece	02055	Israel	864.80	Oman	CR1.50	Spain	PP425
Hong Kong	08477	Japan	1300	Poland	P0117	Sweden	S0117
India	020.00	Kenya	1200	Philippines	P400	Switzerland	S84.30
Indonesia	80.00	Malaysia	101.50	Portugal	P400	Taiwan	S030.00
Italy	PM15	Norway	PM15	South Korea	S030.00	Turkey	L400.00
Japan	PM10.00	Sweden	PM10.00	Taiwan	L400.00	USA	DM12.00
Korea	DM10.00	Switzerland	DM10.00	UK	DM12.00		

## Book errors figure in Salomon \$770m pre-tax loss

By Maggie Urry in New York

Salomon, the US investment banking group, yesterday reported a pre-tax loss of \$770m (\$493.5m) for 1994, because of poor trading results and an accumulation of years of book-keeping errors that cost \$217m.

Salomon, which in 1993 made a pre-tax profit of \$1.47bn, suffered from the same difficult trading

conditions as other Wall Street firms.

As well as \$217m written off last year because of book-keeping errors, Salomon disclosed it had written off \$164m in previous years, making \$381m altogether. The company blamed \$194m of 1994's pre-tax book-keeping losses on antiquated accounting systems in the London office of Salomon Brothers, its main

investment banking subsidiary.

It also said its 1993 profits had borne a \$87m pre-tax charge relating to similar provisions made in Salomon Brothers' US activities.

The other \$23m of the pre-tax charge in 1994 related to recording the results of interest rate swap activities dating back to the mid 1980s. It follows write-offs of \$77m before tax since 1992.

Salomon had said last November that a charge would have to be made in the 1994 results. It said yesterday it was embarrassed at the size of the provisions needed to resolve unrecorded balances in its accounts, but was confident that the matter would not recur. It said clients had not lost money through the errors and there was no evidence of wrongdoing by employees.

Mr Robert Denham, chief executive, said: "The operational problems, while surprisingly expensive, are resolved. We have identified and taken the appropriate charges, and we have made changes in people and procedures that will keep these problems from recurring."

The episode is damaging to Salomon, which had been working to overcome bad publicity

since it was involved in a scandal in the US Treasury bond market in 1991 that led to the conviction of a former trader and the departure of Mr John Gutfreund, the former chairman and chief executive.

New management was brought

Lex, Page 16  
Investment banking puts Salomon in the red, Page 24

## IMF says Mexican deal averted new crisis

By George Graham in Washington

An unprecedented \$50bn financial support package for Mexico, put together under US leadership this week, averted a new type of global financial crisis, the head of the International Monetary Fund said yesterday.

Mr Michel Camdessus, the fund's managing director, said Mexico had been in "imminent danger" of having to resort to foreign exchange controls. Had this happened, it would have triggered "a true world catastrophe" with serious consequences for other developing countries, however strong their economies.

Failure to act would also have called into question the credibility of the market-oriented approach to development which the IMF and leading governments have strongly supported, he said.

"When the circumstances are exceptional, the support must be exceptional," Mr Camdessus said. He described Mexico's liquidity problems as "the first major crisis of our new world of globalised financial markets".

"What we have done is provide the markets with extra assurance that this will work and the resources will be there."

Mexico will be able to draw on the first \$7.8bn of its credit line from the International Monetary Fund on Monday morning. Mr Camdessus said IMF executive directors agreed to the \$7.8bn standby loan, as well as to an additional \$10bn to be drawn from member countries' central banks or from the fund's own resources, at a five-hour board meeting on Wednesday.

However, the board was not unanimous in its decision to provide finance of more than twice the amount that would normally

be available to Mexico under IMF rules. Mr Camdessus said the proposal had received a majority of more than 85 per cent.

The IMF money forms part of a \$50bn support package hurriedly put together this week when President Bill Clinton's efforts to persuade the US Congress to agree to guarantee \$40bn of Mexican borrowing collapsed.

Besides the IMF's \$17.8bn, the package includes \$20bn of swaps and loan guarantees from the US currency stabilisation fund and \$10bn from central banks of the leading industrialised nations, through the Bank for International Settlements based in Basel.

Precise details of the financial package are still being agreed. The IMF is seeking to collect the additional \$10bn it has promised from central banks of developing countries with strong foreign exchange reserves, such as Brazil or Malaysia. If it succeeds, the money could be made available to Mexico from April 1.

The IMF's liquidity is at its highest ever level, and Mr Camdessus said the fund would still have funds to not only handle its normal programme for 1995 and 1996, but also deal with "possibly another extra difficult case".

Nevertheless, he said, the Mexican crisis raised the question of another increase in the finances pledged to the IMF by member governments. The IMF's last quota increase, which added 45bn Special Drawing Rights (\$66.4bn), the IMF's own reserve currency, to the fund's total capital base, came into effect at the end of 1992. "There is no urgency, but it will have certainly to be considered earlier than expected," Mr Camdessus said.

Concerns shift to damage done, Page 5



Cairo summit (from left) Israeli prime minister Yitzhak Rabin, King Hussein of Jordan, Egyptian president Hosni Mubarak and Palestine Liberation Organisation chairman Yasser Arafat before their emergency meeting to revive faltering Middle East peace talks. Page 6

## Walesa move threatens Polish crisis

By Christopher Bobinski in Warsaw

Poland was yesterday on the brink of a constitutional crisis, as President Lech Walesa took the first formal step towards dissolving the country's parliament.

Mr Walesa, leader of the Solidarity union movement which forced the Communists from power in 1989, said yesterday that "democracy posed a threat to itself". He accused the parliament of failing to replace corrupt ministers in the administration.

The one-time national hero denied suggestions that he would use force to dissolve the assembly. "I will not bring the army or the police out on to the streets," he said. "I will not shoot at Poles, even if only because I have the Nobel peace prize."

Mr Walesa brought his ongoing confrontation with the ruling coalition and parliament to a head yesterday afternoon by asking the chairman of parliament's two chambers, the Sejm and the Senate, for their view on a dissolution. This is the first legal step towards calling new elections. The immediate cause of his

## President considers dissolving parliament after budget dispute

action was the failure to agree on a budget for the current year, which parliament has accepted, but he has refused to approve.

However, Mr Walesa has been in conflict with Mr Waldemar Pawlak, the Polish prime minister, and his government of ex-Communists and peasant representatives for several months.

His move was denounced by both government and opposition parties, who charged he had no legal mandate to call new elections. Members of the opposition Freedom Union threatened to

occupy the parliament at the weekend to prevent its closure.

The president's drive against parliament, and efforts to disrupt the ruling coalition are seen as a bid to reverse his unpopularity and win a second term in the elections to be held in November.

He is isolated politically by a parliament in which he has few allies and which was elected in 1993 for a four-year term with a heavy majority from the post-Communist Left Democratic Alliance and the Peasant Party.

The disputed budget was

approved by the parliament on January 3, but the president has yet to sign it. Yesterday Mr Walesa asked for a court ruling on the legality of the document, which means formal acceptance will be delayed past the three months given for its passage.

This delay will give grounds for Mr Walesa's lawyers to argue that he has the right to dissolve parliament.

Polish shares fell sharply yesterday on news of the confrontation. The Warsaw all-share index slipped 3 per cent, and analysts warned that the tensions could provoke more selling today.

Building companies eye Polish potential, Page 7

## German metals group to sue former directors over losses

By Andrew Fisher in Frankfurt

Metallgesellschaft, the German industrial and trading company, is to sue its former chairman and finance director over the US oil futures trading losses which nearly caused its collapse in one of Germany's biggest corporate disasters.

The company's decision to sue Mr Heinz Schimmelbusch and Mr Meinhard Forster follows the release last week of an independent auditors' report which criticised both men.

Mr Schimmelbusch was dismissed as chairman at the end of 1993 after the scale of Metallgesellschaft's losses became apparent, and Mr Forster was removed as finance director. The company was rescued in January 1994 by a DM3.4bn (\$2.22bn) package put together by creditors, headed by Deutsche Bank.

The legal action seems certain to intensify the bitterness which

the crisis at Metallgesellschaft has bred.

Metallgesellschaft did not mention specific damages, saying they still had to be assessed by its lawyers. The auditors' report said both men neglected their duty as directors by failing to stem the US losses as their extent became apparent.

Mr Schimmelbusch is already suing the company, Deutsche Bank and Mr Ronaldo Schmitz, a director of the bank who heads Metallgesellschaft's supervisory board, for at least \$10m in New York for alleged defamation.

The company yesterday also confirmed plans for a capital restructuring to raise some DM600m. Share capital will be written down on a one-for-two basis with shareholders subscribing to new shares at market prices.

This has been agreed with creditor banks, though some were unhappy about participating in a

further capital injection after last year's rescue. The restructuring will be put to the annual meeting in March.

The new shares will be in DM5 nominal form, to lower the cost to small investors. The shares are currently in DM50 nominal units, quoted in Frankfurt yesterday at DM135, before news of the losses broke in December 1993 they were above DM400.

Metallgesellschaft also confirmed the size of its losses after giving initial details in November. The pre-tax loss in the financial year to September 30 1994, was DM2.54bn against a DM1.87bn loss in 1992-93. The net loss was DM2.63bn (DM1.97bn). This reflected the US oil trading losses and oil-purchasing contracts with Castle Energy which together produced a DM3.3bn loss at MG Corp, the US subsidiary. Without this, Metallgesellschaft would have made a pre-tax profit of DM784m.

# OMEGA

THE LINK BETWEEN THE PAST  
AND THE FUTURE



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## NEWS: EUROPE

# France steps up pressure on TV quotas

By David Buchan in Paris and Emma Tucker in Brussels

France will today renew its pressure on Mr Jacques Santer, the European Commission president, for European legislation to extend and reinforce television quotas in the European Union, on which Paris has made new proposals.

Mr Nicolas Sarkozy, minister responsible for communications, suggested yesterday that in revising its 1988 broadcasting directive, the EU could vary the type of quota according to the nature of the television station.

Minimum quotas of EU-origin programmes could be applied to general interest, mass audience TV stations, Mr Sarkozy told La Figure yesterday, while "thematic" specialist channels would only be obliged to plough a minimum amount of money back into making new European programmes.

But Mr Sarkozy expressed "astonishment" at Mr Santer's comments last week that quotas were "always something artificial", complaining that the new Commission president should be so quick to rush to judgment on so complex and

sensitive an issue. Mr Santer is expected to hear more in the same vein from President Mitterrand and Prime Minister Edouard Balladur at the Commission's joint meeting in Paris today with the French presidency of the EU.

A row over revisions to the broadcasting directive erupted last year after more liberal-minded commissioners refused to back proposals by the then audio visual commissioner, Mr Joao de Deus Pinheiro to tighten the broadcasting quotas.

His plans were eventually softened to allow broadcasters

the choice of either sticking to the 60 per cent quotas, or investing a certain amount of their budget in European productions. The French were unhappy with the final draft, arguing that investment quotas were difficult to monitor, and should only be offered as a choice to single-theme channels which would find content quotas impractical.

France itself applies compulsory quotas on both broadcasts and production. French TV stations are obliged to carry 60 per cent European-origin programming at prime time, of which two thirds must be

French, as well as being required to reinvest at least 18.5 per cent of their annual turnover in making new programmes.

But Paris realises its EU partners are unlikely ever to go so far. It is now proposing a more nuanced approach, taking account of the self-interest of "thematic" channels in making programmes on their speciality while still keeping Hollywood from flooding mass audience TV stations. France says it does not want to maintain TV quotas for ever, but just for a few more years so that the European audiovisual

industry can restructure itself to meet Hollywood's competition. "We would use the delay to get film production companies to regroup and to raise more capital," a senior French minister said yesterday.

The new commissioners are due to discuss revisions to the regulations at their regular meeting next week, but they are not expected to adopt a formal text until well after the special G7 Information Society conference in Brussels this month. This will help avoid embarrassing clashes of opinion with the US, which is vehemently opposed to quotas.

## French insurers in pension reform

By Andrew Jack in Paris

France took an important step forward in the development of conventional pension funds yesterday with the announcement of an innovative scheme that will handle retirement benefits for most insurance workers.

The French insurance industry bodies and the four leading trade unions for the sector confirmed that they had signed an agreement which will radically alter the systems of fund management and contributions.

"This is a very, very important step forward in the development of pension funds," the Federation of French Insurance Companies said last night.

The French government has been under increasing pressure to reform the current system of pensions, by which current employees fund the pensions paid to those who have already retired.

As the population has aged sharply, the urgency of change has grown sharply with the size of the active workforce shrinking at a time when they must support increasing numbers of pensioners.

Although a law introduced last year by Mr Alain Madelin, the enterprise minister, encouraged the development of private pension schemes for artisans and independent workers, no scheme until now has existed for salaried staff.

Under the plans approved yesterday, all the pension assets for those in the French insurance sector will be transferred to a new fund which will be managed in the same way as insurance companies' other assets.

The scheme will cover 96,000 salaried staff and 44,000 people who have already retired. Current assets stand at about FF3.2bn (£380m) and actuarial calculations suggested that the money held now would have been entirely depleted by 2010 or 2012.

The new system will demand that employees make contributions based on assessment of the benefits that they will eventually receive on retirement, rather than the current needs for existing retired staff.

It is significant because it covers all staff, not simply professionals; because its assets are privately managed, with the insurance companies underwriting the return on investment; and because the unions - who have traditionally been reluctant to approve pension reform - have agreed to the idea.

It is no surprise that the insurance sector has taken the lead in developing an innovative approach to pensions, since it will be keen to gain experience which will make it well positioned to manage the assets of other pension schemes developed in France over the next few years.

## French Socialists seek a gallant loser

David Buchan previews the vote for a presidential candidate to challenge the right

French Socialists will this evening make a choice that could change the future of their party just as surely as earlier this week they mortgaged their Paris headquarters for a big bank loan.

The party's 103,000 paid-up members - or at least those who turn up at their regional federation offices between 5pm and 11pm this evening - are invited to vote in their first ever presidential primary.

The contest for the Socialists' presidential nomination pits Mr Lionel Jospin, a former party first secretary and education minister, against Mr Henri Emmanuelli, the party's leader and former president of the National Assembly. The vote will determine the composition of delegates to be sent by the federations to a special congress in Paris on Sunday, which in turn will pronounce the winner.

Tonight's vote looks like it will be the closest contest of the entire presidential election campaign. Each candidate claims to have the presidents of precisely 44 of the party's 102 regional federations in his camp, though no one knows the extent to which the rank and file will follow their local bosses.

It is also a contest that should never taken place in the view of some, such as Ms Séguine Royal, in despair at what she termed this "macho-war" between rival candidates, who resigned as president of the party's national council in protest at the party's inability to agree amicably on a single standard bearer.

Judging by the number of Socialists decriing the manner the Jospin-Emmanuelli race is tearing their party apart - or indeed by the failure of France's conservative parties to hold primaries as they had long agreed to do - selecting party candidates or leaders by the ballot box is unlikely to become in France the norm that it is in European parliamentary systems. Up to now, the Socialist party never needed anything like a primary, because since he founded it in its modern form in 1971 François Mitterrand has always been its unquestioned presidential candidate.

But a desperate situation can sometimes call forth a desper-



Smooth spoken Jospin has middle class appeal



Truculent Emmanuelli is a natural populist

ate remedy. The Socialists felt desperate after Mr Jacques Delors, the ex-European Commission president, turned down their united appeal for him to lead them, leaving "the left in ruins". In the phrase of Mr Michel Rocard, himself the Socialist leader and expected presidential candidate until he was ousted last summer.

As with most struggles inside the French Socialist party, this one mixes relatively small ideological differences with large doses of tactical and personal rivalry. Both Mr Jospin and Mr Emmanuelli stem from the Mitterrand camp that dominated the party throughout the 1980s, though the former distanced himself from the scandals of President Mitterrand's second term with which Mr Emmanuelli is somewhat tainted by virtue of being the party's treasurer in 1988-92. The latter has to answer charges next month before a Brittany court of presiding over a system of illegal corporate kickbacks. No one in the party - not even the Jospin camp - holds this against him. Mr Emmanuelli is seen as

slightly more to the left. This is only marginally to do with policy. Just about their only detectable policy difference is on the issue of shortening the statutory 38-hour work week to put more people into jobs. Mr Jospin conceives of the possibility of some parallel wage cuts to keep companies competitive, while Mr Emmanuelli argues that any relief to companies should come through the tax system.

But this difference may not matter much, because the winner on Sunday will be presented by the party with a presidential platform to follow. Equally important is that the smooth-spoken Mr Jospin has more middle-class appeal than the truculent, chain-smoking Mr Emmanuelli, who is the more natural populist.

Inside the party, therefore, Mr Jospin has the support of a moral reformist movement led by people such as Mr Delors' daughter, Mrs Martine Aubry, who want to win over new middle class voters, while Mr Emmanuelli has the left wing with him in his quest to rebuild the

party's working class base.

This crucial question for Socialists voters tonight is which candidate would get the most votes in the first round of voting on April 23. For, according to a Sofres survey in yesterday's *Nouvel Observateur* magazine, which is consistent with other polls, neither man would make it into the final run-off on May 7 with Gaullist prime minister Edouard Balladur. Sofres showed that either one of the two Socialist contenders would take third place - Mr Jospin one point and Mr Emmanuelli four - behind Mr Chirac; the latter would therefore be Mr Balladur's ultimate challenger in an all-Gaullist finale.

To let two right-wing candidates slug it out on May 7 would be "catastrophic for France and for the Socialist party", said Mr Pierre Mauroy, the former Socialist prime minister, this week because half the country would go unrepresented in the final debate. Mr Mauroy who has Mrs Aubry running on his ticket for re-election in June as mayor of Lille, said he strongly favoured

Mr Jospin because the polls give him the better chance.

However, Mr Jospin has been far less successful than Mr Emmanuelli in winning election, even as an MP, and is not one now. More important, his high moral stance has alienated Radical, the small left wing party whom the highly controversial Mr Bernard Tapie has brought to prominence. If the Socialists pick Mr Jospin, Radical is threatening to drop its usual alliance with the Socialists and to run its own candidate.

Mr Jospin dares it to do so, as it did in 1981 when the 2 per cent it won proved no bar to a Mitterrand victory. The difference now is that Radical won 12.5 per cent in the European Parliament elections in June, 2 points behind the Socialists.

Primaries are tricky mechanisms, even in tried hands. They increase the cross-fire within a party, but are then supposed to end in a truce, after which all the cannons are turned on the political enemy. The question is whether the Socialists will stop firing at each other after Sunday.

## Kohl accused in row over public television

A German opposition leader dubbed Chancellor Helmut Kohl "Berluschi-Kohl" yesterday as he accused Mr Kohl of playing politics with German broadcasting.

Opposition Social Democrats and even Kohl's liberal coalition partners, the Free Democrats, (FDP), also rejected his call to cut back the ARD network and reduce the influence

of its biggest affiliate, West German Radio (WDR).

Kohl stoked the debate about the ARD's future on Wednesday by calling for cost-cutting and criticising WDR for what he called its "dominating power position" within the public broadcasting system.

Last week the chancellor had lashed out at WDR for a satire

purporting to show him advising Russian President Boris Yeltsin how to lessen the public relations damage he suffered in the west from the fighting in Chechnya.

Mr Burkhard Hirsch, FDP domestic affairs spokesman, said: "This is an attack on press freedom and has to be fought. The idea is to reduce

the effectiveness of WDR, which is a thorn in the side to many people, and in the end maybe even break up ARD."

ARD, Germany's first channel, links 11 regional public broadcasters. Its decentralised structure is supposed to reflect Germany's post-war federal system. *Feature, Page 18*

## The not-so-secret Swiss bank accounts

Ian Rodger on how South African prosecutors found a way through secrecy laws

There has been much scepticism about the sincerity of Switzerland's commitment to giving up its role as a haven for criminal money.

But a case involving gold smuggling from South Africa indicates that the Swiss have indeed become tougher in the past few years.

Several years ago smugglers in South Africa began to shift black market gold offshore in defiance of the country's severe gold and foreign exchange control laws.

Their idea, which required the assistance of a legitimate local refiner, was to form a volume of gold into a bar just below a normal size and then coat the bar with silver. Then the refiner would go to Customs officials for a permit to export the "silver".

The gold was then shipped to refineries in various countries, including one in the Swiss town of Neuchâtel called Metalex, where it was assayed and sold for cash.

The South African authorities believe hundreds of mil-

lions of dollars worth of gold was thus exported over several years, with much of the proceeds being deposited in two Geneva private banks, Union Bancaire Privée and Banque Multi Commerciale.

They became suspicious that a large export scheme was in operation in 1992 because the local black market gold price was virtually the same as the international price.

They soon noticed that Chemfix, a small family-controlled refiner which specialises in recovering silver from photographic fixing solution, was reporting frequent exports of small quantities of gold and large quantities of silver.

A seizure at Johannesburg airport in May 1993 confirmed their suspicions that the proportions were the reverse.

The two active owners of Chemfix, Mr Wayne Stephen and Mr Keith Stephen, confessed to their role. They were convicted, and after turning state evidence, were given reduced jail sentences and fines.

The eight alleged beneficiaries of the scam, however, have denied everything. They might have had good reason to be confident that the Swiss authorities would not co-operate in an investigation of alleged foreign exchange control violations.

After all, a substantial portion of the money stored by foreigners in Switzerland must be there in violation of foreign exchange controls of one country or another. More important, the prerequisite for Swiss co-operation in any foreign criminal investigation is that the alleged offence must also be an offence in Switzerland.

And foreign exchange offences, like tax evasion, do not qualify. However, the South African authorities pitched their application for legal assistance from the Swiss not on foreign exchange control violations but on charges of theft and money laundering.

Mr Pierre Aubert, the Neuchâtel prosecutor in the case, points out that the 1990 Swiss law on money laundering is

much broader than those in most countries. Offences are not limited to money obtained from the drug trade but extend to funds obtained from any criminal act.

Mr Aubert says it was clear that the gold used in these operations came from the South African black market, probably from gold miners stealing it from their mines, and that the people exporting it could be expected to know as much. Thus, under Swiss law, there were reasonable grounds to believe money laundering offences had been committed.

On this basis, the Swiss provided information to the South African authorities, in particular on transactions in the bank account of Mr Keith Stephen.

This was the account from which the proceeds were allegedly distributed to the various participants.

Last October, warrants for the arrest of the eight were issued. Two have fled South Africa and the remaining six are in prison pending trial this month.

Representatives of the defendants have expressed fears that the South African authorities will use the information obtained from the Swiss to prosecute their clients for exchange control violations as well. And they claim that the case shows that Switzerland is no longer a safe haven for people taking money out of their countries in defiance of foreign exchange controls.

Mr Aubert said the Swiss co-operated in the investigation on the specific condition that the information provided could not be used for proving other alleged crimes. In particular, the draconian South African sanctions against residents holding foreign bank accounts could not be applied.

And if the South Africans abused that condition? "They would never again get judicial assistance here. And for most countries it is important to have access to Switzerland."

South African prosecutors confirm the charges will not include foreign exchange offences, only fraud and theft.

## EUROPEAN NEWS DIGEST

## Russian miners warn of strike

Russia's coal miners are threatening to strike unless the government pays its outstanding debts to the industry, which the trade unions claim amounts to Rbls.300bn (£320m). The warning is a further sign of rising social tensions as the government attempts to clamp down on public spending.

The Russian Union of Coal Industry Workers will call a 24-hour "warning" strike next Wednesday and threatens it will then hold a country-wide strike on March 1 unless its demands are met. Mr Vitaly Budko, union chairman, said: "More than 1m coal industry workers are determined to defend their rights and interests."

Mr Alexander Livshits, an economic adviser to the president, said it was essential that the 1995 budget be passed as soon as possible to ensure payments could be made. He said coal miners were the "most organised fighters for their rights" but warned that social tensions were also rising in the defence industry and in the regions. More than 55,000 coal workers, who went on strike on Wednesday in the Rostov-on-Don region, have shut down 26 mines. *John Thornhill, Moscow*

## MP murdered near Moscow

A Russian member of parliament has been murdered in a suspected mafia killing. Mr Sergei Skorochkin, a prominent businessman and independent member of the lower house of parliament, was found dead last night after being kidnapped earlier in the day by four armed men carrying sub-machine guns and posing as policemen. A witness said local militia had found and identified Mr Skorochkin's body in a forest near the village of Saryievo, to the south of Moscow. He had been handcuffed before being shot in the head.

Mr Skorochkin was involved in a violent incident last May when he shot dead a Georgian whom he claimed was threatening him. He also mistakenly killed a woman passer-by. But prosecutors dropped charges against him saying he had acted in self-defence. Mr Skorochkin, 33, who had previously been in hiding in London, is the third deputy to be killed since parliament was elected in December 1993. *John Thornhill, Moscow*

## EU-Turkey near customs union

Agreement on a customs union between the European Union and Turkey - the first non-member state to receive such treatment - will be reached next month, Mr Alain Juppé, the French foreign minister and current president of the EU council of ministers, predicted last night. Mr Juppé was speaking in London after a meeting with Mr Murat Karayalcin, the Turkish foreign minister, at which their British, German and Italian colleagues were also present. It is understood that Greece has agreed to lift its veto on the customs union in return for a decision to open negotiations on Cyprus's application for full EU membership within six months of the end of the Maastricht revision conference. Yesterday's talks also covered human rights in Turkey. Mr Douglas Hurd, the UK foreign secretary, said it was the "most substantial" discussion he had ever had with Turkey on the issue. The EU ministers were apparently satisfied with Mr Karayalcin's explanation of the "democratisation" reforms the Turkish government is trying to introduce. *Edward Mortimer, London*

## Benetton fined for HIV advert

Benetton, the Italian clothing company, was fined yesterday by a Paris court for its advertising campaign showing human bodyparts bearing the stamp "HIV Positive". The court said the company would have to pay FF500,000 (£59,400) per day, if it continued or resumed the campaign, which was launched in late 1993. It must also pay FF500,000 damages to three people infected with the virus which causes AIDS, who said they suffered moral prejudice from exposure to the campaign. The court described the campaign as "provocative exploitation of suffering". Benetton said it would appeal against the decision. In a statement, it said it was "surprised that at no point did the court take into consideration the number of messages of support, indeed enthusiasm from both groups and sufferers". The company said that in condemning the campaign for failing to link its message and commercial activities, the court limited freedom of expression for a company long involved in the struggle against AIDS. *AFP, Paris*

## New Finnish foreign minister

Finland's centre-right government is today expected to appoint Mr Paavo Rantanen, a former diplomat, as foreign minister. He will succeed Mr Heikki Haavisto, who stepped down from the post on health grounds on Wednesday. Mr Rantanen, 60, was Finnish ambassador in Geneva and Washington during the 1980s before taking over as head of international relations at Nokia, the telecommunications group. He is believed to have been chosen by prime minister Esko Aho because of his experience in trade policy. However, he may only serve in his new post for a few weeks as the opposition Social Democrats are favoured to return to power in general elections on March 19. Mr Haavisto, 59, underwent surgery for cerebral bleeding on January 21. He has been foreign minister since May 1993. *Christopher Brown-Humes, Stockholm*

## Malta to sell control of bank

The Maltese government has announced it will sell its majority interest in Bank of Valletta (BOV) next month. The move will bring the state's interest in the island's second-largest bank down from 51.2 per cent to 25 per cent. BOV, the former privately owned National Bank of Malta, was seized by the socialist government in 1973 without compensation. In the eight years it has been in power, Mr Eddie Fenech Adami's Nationalist government has shed shares in the two state-owned banks, BOV and Mid-Med, the former Barclays operation in Malta. Malta's 43,000-strong General Workers' Union, which opposes the privatisation of sound state-run companies, has threatened to wage a "fierce battle" to stop the sale of BOV shares. *Godfrey Grima, Valletta, Malta*

## ECONOMIC WATCH

## Swiss inflation kept in check

Switzerland

CPI, annual % change



Source: Datastream

The annualised Swiss inflation rate was only 1 per cent in January in spite of the introduction of a standard 6.5 per cent value added tax on January 1. The January consumer prices index was 0.7 per cent up on the previous month, with the VAT accounting for more than half the rise. The low increase was due to January sales and the willingness of some suppliers to absorb the tax. The Federal Statistics Office said the increased tax burden had been fully passed on to prices in the energy, medication and public transport sectors, but only partially in foodstuffs, cars and telecommunications. Economists believe its full impact will feed through to prices by April, putting roughly 2 per cent on the consumer price index this year.

Spain's trade deficit rose to Ptas27.4bn (£1.14bn) in December, up 9.1 per cent on a year previously, bringing the deficit for 1994 to Ptas2,560bn, an increase of 7.4 per cent on 1993. Germany's November balance of payments deficit increased to DM1.6bn (£780m), from a revised October deficit of DM1.3bn. The balance of capital flows moved from DM5.5bn surplus in October to DM2.7bn in November. Norway's industrial output was up 2.8 per cent in December from November.

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# Flood waters recede in Netherlands

By Ronald van de Krol in Amsterdam

Flood waters in the swollen rivers of the Netherlands began to recede yesterday but authorities cautioned that there was still a high risk of some dykes collapsing in the south and east of the country.

Mr Hans Dijkstra, the Dutch interior minister, said more people may need to be evacuated in addition to the nearly 250,000 people who have left their homes this week near the Rhine, Waal and Meuse rivers.

So far, no dykes have been breached but a serious collapse of dyke defences would cause widespread damage to towns and farms in the affected region, which is now all but deserted. Police continued to patrol the streets of the empty towns. No looting has been reported.

In Germany, cities from Cologne to Koblenz began clean-up operations from the worst floods to hit the country this century. The drying out of flood-stricken cities was aided yesterday by dry, sunny weather after days of rain.

Flood waters also retreated in Belgium and France, but vast tracts of land remained submerged and many businesses stayed closed.

In spite of water levels receding in the Netherlands - the draining ground for water carried downstream from Switzerland, Germany, Belgium and France - the danger had not yet passed, Mr Dijkstra said. Although river water was no

longer threatening to go over the tops of the river dykes, the intense water pressure continued to soften the walls.

"We are worried about the water that could also seep underneath the dykes," Mr Dijkstra said.

The evacuation, a preventative measure in case the dykes should fail to hold, is the largest peacetime movement of people in the Netherlands.

As public anger grew about the poor state of Dutch dykes, Mrs Annemaria Jorritsma, transport and public works minister, pledged that the upgrading of the entire network of inland river dykes would be completed by the year 2000, eight years earlier than previously targeted. The most vulnerable stretches will be ready by next winter.

In Limburg, the Netherlands' southernmost province, people began to return to the village of Borgharen, one of the first places hit when the Meuse burst its banks a week ago.

However, evacuees from Gelderland province, where the threat of dyke collapse is greatest, are not expected to be able to return to their homes until the beginning of next week at the earliest.

Damage in the Netherlands is estimated at a minimum of £15m (\$1.5m), with the figure likely to rise by the day even if the dykes hold, as farmers and companies count the cost of lost turnover and emergency measures needed to protect plant and equipment from flooding.

# Russia fails to liberalise oil export trade



Russian prime minister Viktor Chernomyrdin (right) with his deputy Oleg Soskovets in Moscow yesterday. Mr Chernomyrdin has been told by the IMF and World Bank to liberalise oil trade.

By John Thornhill in Moscow

A government resolution promising to liberalise Russian oil exports from the start of the year has still not been effectively implemented, threatening the conclusion of a deal with the International Monetary Fund.

According to oil companies, cumbersome bureaucratic restrictions still apply to oil exports and high tariffs are also limiting the scope for profitable trade.

"I think the new regime is working in a way which is arguably worse than before," said one western analyst in Moscow. "This is likely to remain an issue with the international financial institutions until there is some evidence that the oil export trade has been truly liberalised."

The Russian government has also been criticised by one of the country's biggest oil companies, Sidanko, which has been stripped of its main production unit. Sidanko's board, which was planning to launch an initial public offering in the next few months, will meet today to respond to the government's decision to hive off

Purneftegaz, which accounts for one quarter of Sidanko's annual output of 33m tonnes of crude oil.

The government's decision forebodes a presidential decree which is expected to complete the restructuring of Russia's oil industry. Russia's eight biggest privatised oil companies and Rosneft, the state holding company, have been tentatively lobbying the government to gain greater assets in the forthcoming restructuring.

Oil industry experts believe the government may want to create a powerful new state company based around Purneftegaz following dissatisfaction with the performance of Russia's privatised oil companies, known as the "eight sisters". But they expressed concern at the seemingly arbitrary manner in which assets are being reshuffled.

According to the State Customs Committee, the volume of Russian oil exports was 3.97m tonnes in the first two-and-a-half weeks of the year compared with 4.2m tonnes in the comparable period last year. However, oil supplies were disrupted by pipeline

problems and a storm at the oil terminal at Novorossiysk. Both the heads of the World Bank and the International Monetary Fund have separately written to Mr Viktor Chernomyrdin, the prime minister, stressing the importance of liberalising the oil trade.

They argue that the maintenance of administrative restrictions on oil exports distorts the Russian economy and hinders its chances of joining world trade organisations. A government resolution signed on December 31 promised to lift quotas on oil exports and refrain from imposing quotas for domestic sales.

Foreign oil-producing joint ventures have been told that they must export a proportion of their production to the "near abroad" in Ukraine and Belarus. With the oil price in the former Soviet Union so much lower than on world markets that would tip many of the joint ventures into loss. So far the joint ventures have resisted the move and have continued to export 100 per cent of their production to world markets but they say the situation remains highly uncertain.

# Spanish spending cuts plan splits cabinet

By Tom Burns in Madrid

A split has emerged in the Spanish government as the finance ministry finalises details on swinging expenditure cuts that are likely to be adopted today by the cabinet in order to curb budget overruns.

Mr Julian Garcia Vargas, the defence minister, said the proposed savings, which are scheduled to severely affect his department, represented a "grave error" and suggested that the austerity burden should be spread to include cuts in social spending.

"No country in the fiscal history of the world has reduced its deficit solely by reducing public expenditure and especially by cutting it in just two ministries," Mr Garcia Vargas said. Together with defence, the cuts, which total Ptas550bn (\$4.2bn), are weighted towards the transport and public works ministry.

The labour ministry, which is responsible for unemployment relief, signalled, however, that it would oppose cutbacks in its budget and said that social spending should be increased rather than reduced. Mr

Javier Solana, the foreign minister and veteran member of the ruling Socialist party's leadership, attempted to defuse the row yesterday by saying a "good" defence budget was "not incompatible" with the government's policy on protecting the social services.

Mr Garcia Vargas, who joined the cabinet as minister for health and social security in 1986, told journalists that social spending had increased relentlessly over the past years. "What we have to ask ourselves is whether Spain can afford such a level

of spending and the answer is no." The defence ministry is under considerable economic pressure because it is funding a 1,200-strong Spanish peacekeeping force in Bosnia. Mr Garcia Vargas said he had been asked to cut expenditure at a time when Spain was undertaking increasing international commitments, including membership of a European Defence Force.

Despite warnings from Mr Garcia Vargas that the domestic defence industry faced a "precarious future" on account of the cutbacks, officials said spending on health, pensions,

education and unemployment benefits remained at the top of the government's expenditure agenda.

The proposed savings have been prompted by the impact of higher interest rates on Spain's debt servicing costs and by the finance ministry's estimate of spending overruns during January, particularly in the health ministry.

These threaten the government's aim of bringing the budget deficit down from an estimated 6.7 per cent of GDP last year to 5.9 per cent this year.

# Alitalia apologises as dispute worsens

By Andrew Hill in Milan

Alitalia, Italy's state airline, yesterday took the unprecedented step of apologising to passengers caught up in a worsening industrial dispute.

The airline took full-page advertisements in Italian daily newspapers to explain that it was pushing through an essential restructuring plan aimed at reducing costs.

The company said the savings would enable Alitalia to "invest in the relaunching of service quality, the renewal of the fleet and development of the route network".

Pilots and cabin crew are poised to intensify industrial action over the next three weeks. Protests by air traffic controllers over a new national contract, and by airport staff worried by plans for privatisation, are likely to add to the disruption.

Alitalia has also expressed its deep concern about the alleged sabotage of two of its flights during January. The airline says passengers on the two flights - one between Rome and Zurich, and another between Rome and Catania in Sicily - were never in any danger, but it has asked Rome magistrates to investigate.

Passengers on the Zurich flight had to be switched to another aircraft after the cabin crew noticed problems with some flight deck instruments during routine pre-flight checks.

The Catania flight went ahead, using alternative equipment, after the captain spotted damage to radio navigation equipment. In both cases, it was later discovered that cables linked to the equipment had been cut.

The dispute seems to have been influenced by the Italian carrier's decision to lease aircraft and crew from Ansett, the Australian airline, to remain competitive on certain north American routes. On Wednesday, while cabin crew staged a two-hour strike, 150 pilots blocked the runway at Rome airport. They delayed for two hours the take-off of two Ansett flights to Chicago and Boston.

In the next three weeks at least 10 separate strikes could disrupt Italian air transport. The peak of disruption, according to the latest plans, will occur between February 13 and February 14: Alitalia cabin crew intend to strike for the whole of February 13, beginning at midnight and overlapping with the pilots' own 24-hour strike, which begins at noon on February 13. Rome's air traffic controllers plan a day-long stoppage on February 14 between 7am and 8pm.

# Sabena stirs passions over Luxembourg

By Emma Tucker in Brussels

Mr Pierre Godfroid, the fiery chief executive of Belgium's Sabena airline, touched a raw nerve when he announced his vision for turning the troubled company into a more alluring prospect for foreign investors.

In a desperate attempt to reduce the state-owned carrier's costs, Mr Godfroid suggested relocating 480 Sabena pilots to neighbouring Luxembourg, where employers' social contributions are one-third that of Belgium.

The Belgian government - which has a 63 per cent stake in the company - was not amused. "What would happen to our country if all business heads came to the same conclusion?" asked Mr Philip Maystadt, the finance minister.

But with Swissair on the verge of taking a 49.9 per cent stake in Sabena and injecting the capital the airline so desperately needs, Mr Godfroid's arguments that other member states offer companies "a more favourable regime" cannot be ignored.

Employer contributions in Belgium are among the highest in the European Union and the Belgian Federation of Subsidies argues frequently that the country's competitiveness suffers as a result.

The federation's figures show that net salaries in Belgium are 38 per cent of total cash remuneration, compared with 45.6 per cent in the Netherlands, 59.2 per cent in France, and 60.4 per cent in the UK.

A Belgian businessman, who imports office materials, explains: "If I want to ensure that a worker employed by me takes home Bfr60,000 (\$1,672), it costs me a total of Bfr170,000 once social security costs and income taxes have been taken into account," he says. "Then with that Bfr60,000, employees still have to pay VAT in restaurants and shops, plus extra taxes on televisions and car radios and whatever else the government finds to tax."

It is the sort of argument that delights economic liberals such as Mr Michael Portillo, the UK employment secretary, who fiercely defends Britain's opt-out of the EU-wide social chapter and who believes that the UK - where employer contributions are among the lowest in Europe - has created the best conditions for a flourishing, flexible labour market.

The Belgian government - worried about international competitiveness and conscious of its status as one of a hard core of countries set to join a monetary union before the end of the century - is very sensitive about the problem. Only a

few years ago a similar rumpus erupted when the Compagnie Maritime Belge, a Belgian shipping company, decided to re-register its ships under a Luxembourg flag, citing high social security costs as an important reason for doing so.

This week the Belgian press reported that Belgian banks had been transferring their best paid staff to Luxembourg. The moves were solely for financial reasons.

In 1993 the government decided to reduce the burden on employers, by cutting social security charges on manufacturing companies.

But the government also has to meet criteria laid down in the Maastricht treaty for signing up to a single currency

Belgian banks have been transferring their best paid staff to Luxembourg. The moves have been solely for financial reasons

along with Luxembourg, the Netherlands, Germany and France. These include the reduction of budget deficits to 3 per cent of GDP, a target not yet attained by Belgium. As a result, any reductions in employers' contributions are met with a new tax - in this case on energy consumption by non-industrial users.

A government official yesterday conceded that the burden on employers was heavy. "The problem is a focal point for the government, and the prime minister has said very clearly that he wants to reduce employers' contributions."

He also pointed out that spending on social security was below the levels in the Netherlands, France and Germany. "The cost of our social policy is lower than in these countries and yet we have the lowest poverty rate in the EU. So our system is neither as inefficient nor as expensive as people claim," said the government official.

Nonetheless, the future over Sabena has temporarily interrupted talks with Swissair and Mr Godfroid will now have to find alternative ways of reducing Sabena's costs. The case also raises interesting questions over how far Belgium is prepared to allow real labour mobility. These questions could become more pressing in a future monetary union where labour market flexibility will be at a premium.

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## NEWS: ASIA-PACIFIC

## China pushes 'patriots' in HK poll

By Simon Holberton  
in Hong Kong

China is encouraging "patriotic" forces in Hong Kong to participate in elections next month and September in spite of its threat to annul the result of the poll when China regains sovereignty over the British colony in 1997.

Mr Zhang Junsheng, official spokesman for the Xinhua news agency, China's unofficial embassy in Hong Kong, told a spring festival reception that participation by patriots

in local politics before the 1997 handover was a way they could "fight for their rights under the rule of foreigners". This is Beijing's most explicit guidance to its supporters to become involved in politics.

Next month, Hong Kong elects 50 people to sit on its Urban and Regional Councils, and in September elections for the Legislative Council (Legco), Hong Kong's law making body, will be held.

Mr Zhang's call underlines China's determination not to

concede the political arena to the pro-democracy groups in the colony, which it regards as opponents. It further suggests that in spite of repeated threats to dissolve Hong Kong's three tiers of representative government China may be reserving its position. His explicitly nationalistic language indicates that nationalism may provide the excuse Beijing needs to change its position.

China's supporters fared well in last year's elections for neighbourhood representa-

tives. Emboldened by this success, nearly a third of the 135 candidates contesting next month's Urban and Regional Council elections are from the pro-China camp.

In 31 of the 59 positions being contested liberals and pro-China politicians will compete head-to-head.

Mr Zhang quoted Mr Deng Xiaoping, China's senior leader, and said that only those who were patriotic could rule Hong Kong, but he declined to say if pro-democracy politicians were patriots. In 1984 Mr

Deng defined a Hong Kong patriot as someone who "respects the Chinese nation", supports "the motherland's resumption of sovereignty", and who "wishes not to impair Hong Kong's prosperity and stability".

In urging patriotic Hong Kongers to take part in local government and Legco elections, Mr Zhang said it would help realise the goal of "Hong Kong people ruling Hong Kong" and create a leadership composed of those who loved China and Hong Kong.

## Congress casts chill over Beijing ties

Republicans will use China as a stick to beat Clinton with, writes Peter Montagnon

Those with long memories will find a certain irony in the attitude of the new US Congress towards China.

After all, it was a Republican President - Richard Nixon - who first opened up relations with communist China in 1972 and another - George Bush - who subsequently cultivated them. Now, with the installation of a Republican Congress, the mood has become decidedly chilly.

It is not just that the atmosphere has been soured by trade disputes such as that over intellectual property rights which is working its way towards a climax next week. The congressional elections in November threw into prominence a number of people with strong views on Chinese issues from human rights to nuclear proliferation and Taiwan. For the Republican majority, China has become a stick with which to beat the administration.

Just how much of the sound and fury will be translated into action is difficult to tell. But analysts say it is a safe bet there will be no new moves in the direction of the concessions which last year saw the Clinton administration reach an accommodation with Beijing on missile control and a decision to play down the issue of human rights. One tangible change is likely to be strong pressure for improved US relations with Taiwan. That will infuriate China, even if not much changes in practice.

"The handover of power on Capitol Hill is definitely going to affect our China policy," admits a senior state department official. "The Republican majority are much more inclined toward Taiwan than they are towards China."

That is certainly true of Senator Jesse Helms, chairman of the Senate foreign relations committee, who is known for his hostility towards the communist government in Beijing. Mr Benjamin Gilman, his counterpart in the House of Repre-

**One change is likely to be strong pressure for improved US relations with Taiwan**

sentatives, also opposed last year's decision by the Clinton administration to de-link the issue of human rights from the renewal of China's Most Favoured Nation trading status and is a strong critic of China's treatment of Tibet.

Mr Frank Murkowski, the Alaska senator who has been prominent in moulding opinion on the nuclear deal with North Korea, is an active supporter of Taiwan and keen to see President Lee Teng-hui visit Anchorage for the meeting of the US-Republic of China Business Council this autumn. The state department could find

itself in the awkward position of having to justify a refusal to grant him a visa.

If the new Republicans are well placed to push the administration towards a harder line, the business community seems less likely to help it resist.

Last year it was instrumental in offsetting congressional pressure to drop MFN for China because of its record on human rights. The anger over China's abuse of intellectual property rights runs deep, however, and many businessmen are worried about the rule of law. The recent termination of fast food company McDonald's lease in Beijing to make way for a property redevelopment has damaged China's image with investors.

Even Democrats perceive a change in mood. "We have more leverage now," says Congresswoman Nancy Pelosi, who has been in the forefront of the fight on human rights. "Many Democrats did not vote with us before because they knew the president was going to use his veto."

Some congressional staffers see next week's deadline on the intellectual property dispute as a litmus test for the administration. If pressure from business is too strong to allow it to cut a deal with China, the other lobbyists concerned with human rights, nuclear proliferation and Taiwan will take heart.

While the US is running a trade deficit of some \$30bn (£19bn) with China, trade is likely to remain a problem. But

other more general worries are mounting.

Mr William Triplett, the former chief Republican counsel to the Senate foreign relations committee, says he is concerned at the possibility of an increased role for China's military after the death of Mr Deng Xiaoping, its paramount leader. "We have to ensure that we do not contribute to the build-up of a severely anti-democratic military," he says.

Mr Richard Fisher of the Heritage Foundation, the right-wing think tank, says China is playing a more aggressive role in south-east Asia by helping push Cambodia back towards a hardline government and by its claim to sovereignty over a large tract of the South China Sea. It is in the broader strategic interest of the US to stand up to this, he says.

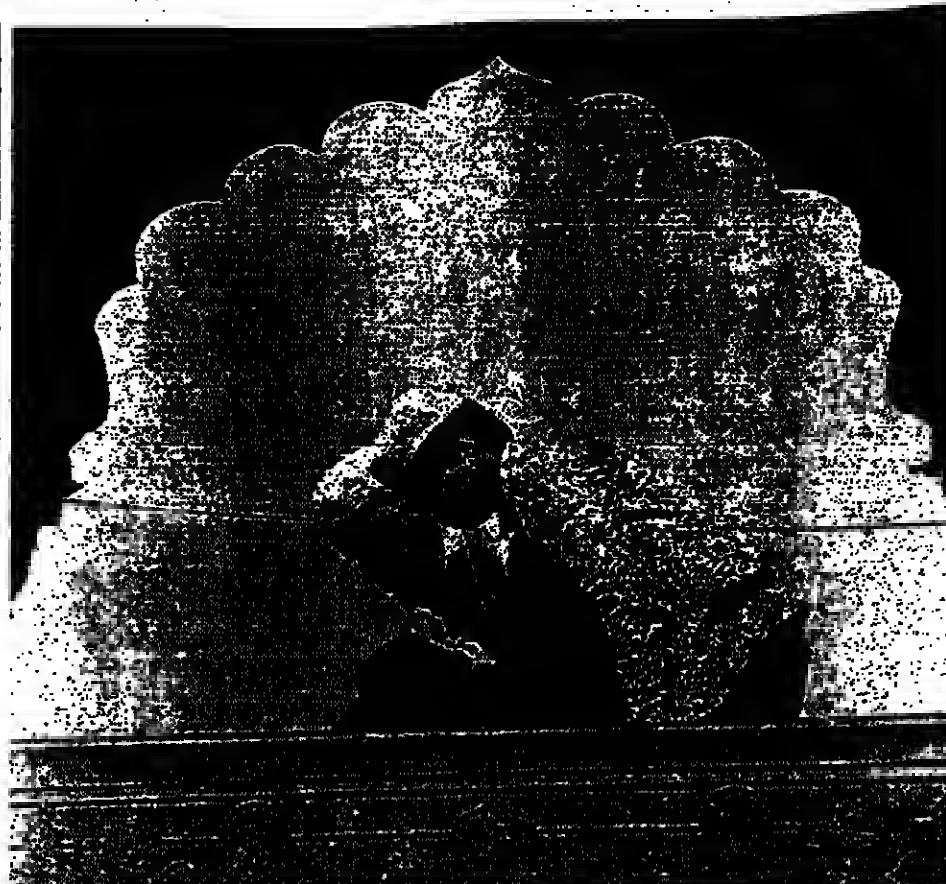
**The Clinton administration will resist attempts to push it into a confrontation**

That puts the administration in a bind. It cannot ignore such arguments, but it needs China's co-operation in dealing with North Korea and has to bear in mind the longer term relationship with a country that seems destined to become the largest economy in the world. "Our relationship has never been that good, but we need to manage it in such a way as to make progress where we can. China is so important," says one official.

The administration will thus resist congressional attempts to push it into a policy of general confrontation. No new concessions may be forthcoming on missile sales, for example, but nor is the re-imposition of sanctions likely unless there is clear evidence that M11 missiles have been sold to Pakistan. Similarly the administration intends to abide by existing legislation on the treatment of Taiwan, which would preclude the issue of a visa to President Lee.

Nonetheless, many believe Taiwan could become a focus of general discontent with China on Capitol Hill. Not only is there a view on both sides of the political divide that Taiwan deserves to be rewarded for its progress towards democracy and trade liberalisation. Some also argue that greater official recognition of Taiwan is a means of punishing China for its behaviour in other areas.

If so, it could be a dangerous game. China is not renowned for its ability to distinguish between the views of Congress and those of the administration, and its sense of national pride is probably more likely to be aroused by Taiwan than by even the thorniest of trade disputes. The whole relationship could thus quickly become deeply fraught.



Indian Muslims pray at the main mosque in New Delhi's walled city on the first day of the holy month of Ramadan yesterday. Muslims observe day-long fast, in which they do not eat or drink from dawn to sunset during the holy month.

## Philippines bank chief warns on investment tax

By Peter Montagnon,  
Asia Editor

Mr Gabriel Singson, president of the Philippine central bank, yesterday weighed into the debate over taxation policy with a warning to the government not to introduce a temporary tax on short-term portfolio investment inflows.

Mr Roberto de Ocampo, finance secretary, has said his department was studying the possible temporary introduction of such a tax to help raise revenues and ward off speculative inflows which have bloated the money supply over the past year.

However, the central bank president said such a tax would lead to a loss of investor confidence in the Philippines. A sharp acceleration of economic growth as the reforms of

President Fidel Ramos started to take effect last year brought a surge of foreign investment which pushed up the peso.

The currency was yesterday trading at 24.5 pesos to the dollar compared with 22.7 pesos at the start of 1994, but the appreciation has provoked a widening of the trade deficit which rose 30 per cent to nearly \$6bn (£3.79bn) in the first nine months of last year.

The Philippines has also had to renegotiate its money supply targets with the International Monetary Fund.

A worry in financial markets has been that the peso's strength last year has now left it vulnerable to speculative attack in the wake of the Mexican financial crisis. A tax on short term inflows might encourage investors to withdraw funds on a large scale.

Mr Singson said such a levy would only be warranted if other means of controlling inflows failed.

The country retains good relations with the IMF, despite its failure to comply with its original monetary targets. Mr Howard Handy, the IMF's representative in Manila, said the country's current \$634m programme could be its last.

"The performance we're seeing so far is remarkable and hopefully this will be sustained," he said.

Economic growth last year jumped to 5.5 per cent from 2.3 per cent in 1993, with the first budget surplus in 20 years. But economists say tax reforms are still needed because much of last year's fiscal improvement was due to lower debt servicing costs as the peso rose and interest rates fell.

## ASIA-PACIFIC NEWS DIGEST

## N Korea shuns Seoul reactors

The US and North Korea have failed to reach agreement on Pyongyang accepting light-water nuclear reactors from South Korea after five days of talks in Berlin, although the two sides reported "some progress" on technical issues. Another meeting to resolve the issue is scheduled for March. The US promised in its nuclear accord with North Korea last October that an international consortium, the Korea Energy Development Organisation (KEDO), would supply the modern nuclear reactors if Pyongyang dismantled its suspected nuclear weapons programme. A contract on the nuclear reactors is expected to be signed by April 21 under the terms of the nuclear agreement.

The US, South Korea and Japan, the three main partners in KEDO, agreed last month that South Korea should play "a central role" in supplying the reactors since it is expected to finance more than half of the \$4.5bn (\$2.84bn) project. North Korea, however, has refused to accept the South Korean reactors, which are based on licensed technology from Combustion Engineering of the US. John Durkin, Seoul.

## Australia to send back Chinese

Hundreds of Chinese boat people, who arrived in Australia late last year mainly from the southern port city Beihai, will be sent home after introduction of legislation in Australia's federal parliament yesterday. Many of the estimated 700 arrivals in detention centres in northern Australia are ethnic Chinese who had settled in southern China after fleeing or being expelled from Vietnam. Since arriving in Australia, they have generally claimed refugee status, often citing China's one-child policy as grounds. The legislation, which is unlikely to encounter serious parliamentary opposition, closes loopholes which made it difficult for Australian authorities to return immigrants and rules out the use of the one-child policy as grounds for refugee status. Nicki Tait, Sydney.

## Beijing dismisses US criticism

China yesterday dismissed US criticism of its human rights performance, saying that Washington had no right to "make indiscreet remarks" about another country's internal affairs. "We are resolutely opposed to such a move of interference in other countries' internal affairs on the excuse of human rights," said a foreign ministry spokesman. Tension over human rights issue coincides with a looming argument over intellectual property rights. The US has said it will impose punitive sanctions on \$1bn (\$632m) of Chinese imports unless Beijing agrees to "concrete" action to stamp out piracy. The US is tomorrow due to publish a list of goods that will attract 100 per cent tariffs under section 301 of the US trade act in retaliation for China's failure to curb counterfeiting of such items as compact and laser discs, and computer software. Beijing has vowed to hit back by imposing tariffs on a range of US imports. Tony Walker, Beijing.

■ The Hong Kong Monetary Authority yesterday raised its key interbank interest rate by 0.5 percentage points in response to a similar move in the US. Liquidity adjustment facility bid and offer rates rose to 4.25 per cent and 6.25 per cent. The Hong Kong Association of Banks is expected to raise the prime lending rate by a similar amount. AFP, Hong Kong.

■ South Korea's customs-cleared trade deficit narrowed to \$1.12bn (£708m) in January from \$1.46bn a year earlier. It compared with a surplus of \$217m in December, according to provisional trade ministry figures. Reuters, Seoul.

■ Seoul's finance and economy ministry set February 19 as the date for abolishing limits on overseas stock and bond investments by domestic institutions and those on export and import commissions. Reuters, Seoul.

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£25,000 - £99,999	3.875	2.906
£100,000 - £249,999	4.125	3.094
£250,000 - £1 million	4.250	3.188
<b>HIGH INTEREST BUSINESS ACCOUNT</b> - 14 days' notice.		
£2,000 - £9,999	4.000	3.000
£10,000 - £24,999	4.750	3.563
£25,000 - £99,999	5.250	3.938
£100,000 - £249,999	5.500	4.125
£250,000 +	5.625	4.219
<b>CLIENTS' PREMIUM ACCOUNT</b>		
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£25,000 - £99,999	4.375	3.281
£100,000 - £249,999	4.750	3.563
£250,000 - £999,999	4.875	3.656
£1 million +	5.000	3.750
<b>BARCLAYS COMMUNITY ACCOUNT</b> (An interest bearing current account for clubs, charities, churches and societies.) No minimum balance. Interest paid quarterly.		
£0 - £4,999	0.750	0.563
£5,000 - £9,999	1.500	1.125
£10,000 - £24,999	2.000	1.500
£25,000 +	2.500	1.875
<b>SEVEN DAY DEPOSIT ACCOUNT</b> (A seven days' notice account.) No minimum balance. Interest paid half-yearly.	0.500	0.375

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# Mexican concerns shift to damage done by crisis

There is little cause for comfort, even if short-term liquidity problem has been resolved, writes Stephen Fidler

The \$50bn international support package announced this week for Mexico may still be fuzzy around the edges, but most financial analysts yesterday were assuming the package would resolve the country's short-term liquidity crisis. If the assumption is correct, concerns about the continuing convertibility of the peso and a debt moratorium will lift. But as Mexico's economic policy-makers assess the damage the crisis has wrought in the real economy, they will find little cause for comfort.

Mexico's agreement with the International Monetary Fund assumes economic growth of 1.5 per cent this year. Many economists reckon the government will be lucky if the economy shrinks only by that much. Ms Ingrid Ibarra of the British merchant bank Morgan Grenfell described her forecast of a decline of 1.5 to 2 per cent as "on the conservative side".

The reasons for the pessimism are not hard to find. Interest rates are still above 30

per cent, and the longer they stay that way the deeper the problems for corporate Mexico and the banking system. Government spending will fall this year and sharp contractions are also probable, given the atmosphere of economic uncertainty, in private consumption and investment. The rise in exports which may derive from the devaluation is likely to be modest in comparison.

Imports - which the IMF programme suggests will remain unchanged - are likely to drop sharply. This will help moderate the trade deficit and is likely to reduce substantially the \$14bn current account deficit forecast in the IMF programme, alleviating the need for future finance but at the cost of a deeper recession.

The possible depth of the recession is one reason there is little enthusiasm for the Mexican stock market, since recession translates into lower earnings which have not yet been fully taken into account in market prices. Though some long-term buying was reported,

A spate of profit taking weakened the Mexican stock market for the second consecutive day yesterday and the peso lost ground against the dollar, following the strong rally that accompanied Tuesday's announcement of the \$50bn international rescue package for Mexico, reports Leslie Crawford from Mexico City.

The stock market index was down 1.52 per cent at midday, when the peso was being quoted at 5.45 against the dollar, against 5.38 at Wednesday's close.

Brokers said they were now trying to assess the real profitability of Mexican companies in the light of the looming recession and higher financing costs they would face in 1995. Most domestic banks are setting aside heavy provisions against an expected increase in loan defaults this year. This has dented their reported profits for 1994, due to the need to shore up capital and reserves.

"We expect many institutional investors to use this short-term rally to [leave]

Mexico," Mr Gene Frieda of NatWest Washington Analysis said yesterday. "The boost to Mexico's markets from the international package will be temporary."

Brokers said they had already discounted news of the fall in the Bank of Mexico's international currency reserves, which stood at \$3.48bn on January 31, enough to cover only three weeks of imports. The Bank of Mexico said reserves had fallen by \$2.67bn during the month of January.

sign exchange reserves; a re-pegging of the exchange rate; and some kind of currency float.

Proponents of a currency board say its advantage is that the Mexican government would have to abandon all pretence at conducting monetary policy. This is necessary, they say, given the roots of the crisis in the excessive credit expansion allowed by the central bank last year. Only a radical move such as a currency board would be sufficient to restore confidence, they say.

The proposal's detractors say that a currency board arrangement would be inappropriate at a time when there is huge uncertainty about the health of the Mexican banking system. A run on a bank would bring about a run on central bank reserves - and a devastating contraction of monetary policy. Senior officials at the central bank believe a pegging of the exchange rate is what is needed to reduce uncertainty in the economy and bring

down the risk premium which investors now require to hold Mexican assets. The question then becomes - at what rate? Five pesos to the dollar could be difficult to sustain, but six pesos would cause deep repercussions in Washington because that would make Mexican exports so cheap.

The third option - and the one apparently favoured in the finance ministry - is some kind of managed float, with the exchange rate manipulated between very broad bands to take account of past inflation. The drawback is the uncertainty that this would bring about and the long time it would take to restore the credibility of domestic monetary and fiscal policy.

Until the markets fully stabilise, there is little point in the government risking another hostage to fortune by making a pronouncement on the exchange rate issue in the near future.

Additional reporting by Leslie Crawford

## House begins debate on line item spending veto

By Jurek Martin, US Editor, in Washington

The US House of Representatives yesterday began debate on the proposal to give the president the authority to strike out any individual item of spending approved by Congress, without having to veto a whole bill.

Prospects for passage of the so-called line item veto are good. Not only is it in the Republican "contract with America" but it has long been supported by President Bill Clinton and is on the statute books of the majority of US states.

But speedy approval, coming on the heels of Wednesday's overwhelming House vote in favour of ending unfunded mandates, would lead to a conference committee of the two chambers must now iron out discrepancies.

The bills, to take effect next year, make it more difficult for Washington to impose new rules and regulations on the states without picking up the cost of enforcement. The House bill sets a threshold of \$50m nationally and the Senate \$20m. Neither bill applies to existing laws and both exempt civil rights, national security and natural disaster directives.

Mr Gingrich was sufficiently emboldened to announce that he planned to introduce a monthly "corrections day" on the House calendar, to be devoted to scrutiny of government regulations.

But he also conceded that parts of his agenda were in

political difficulty, in good measure because of the unwillingness of the "elite media" to give the conservative case a fair hearing.

He said passage of a constitutional amendment to limit congressional terms would be "very hard" and predicted that tort reform (changing the product liability laws to restrict damage awards) would be "a brawl".

He also admitted the balanced budget amendment passed by the House last week was "in serious difficulty" in the Senate, where debate is already under way but where a vote may be weeks off, if not indefinitely delayed by Democratic filibusters.

Last year, the amendment failed by four votes to secure the necessary two-thirds approval in the Senate and 33 of the 37 who voted against are still sitting. At least two Democratic supporters provisionally switched sides.

A majority of Democrats - 130 - joined all 230 Republicans in passing the unfunded mandates bill, a slightly different version of which got through the Senate with ease last week. A conference committee of the two chambers must now iron out discrepancies.

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Presidents in conflict: Sixto Durán Ballén of Ecuador and Alberto Fujimori of Peru

Ecuador and Peru remain at loggerheads over border

## Demilitarised zone rejected

By Sally Bowen in Lima, Reynaldo Collin in Quito and Angus Foster in São Paulo

Renewed fighting along the border between Ecuador and Peru was followed by verbal discord between their heads of state yesterday.

In his first public statement for four days, President Alberto Fujimori proposed, in a Wednesday night broadcast, the creation of a "demilitarised zone". Ecuador's President Sixto Durán Ballén, however, rejected the plan yesterday.

The proposal came after Peru had launched another attack on Ecuadorian positions along the common border late on Wednesday, even as government officials wrangled in Rio de Janeiro over a cease-fire. Both sides have confirmed the incident.

The Ecuadorian armed forces joint command said

Peru, for the first time in the week-long conflict, had used planes with helicopter artillery fire to back Peruvian infantry.

The demilitarised zone would constitute the first step towards a full cease-fire, said Mr Fujimori. He suggested the installation in the disputed area of a "commission of observers" from the four countries guaranteeing the 1942 Rio de Janeiro Protocol by which an Ecuador-Peru war was resolved.

If, and only if, it proves possible to reach agreement on "demilitarisation" of the area, "we are prepared immediately to demobilise or withdraw [our] tanks, heavy artillery, ships and submarines," Mr Fujimori said.

Mr Durán Ballén showed no sign of accepting such a deal, in an interview in Venezuela, where Latin American heads of state are meeting. "To talk of

demilitarisation would essentially mean accepting an advance by the other side."

Representatives from Peru and Ecuador met yesterday for the second day in Rio, in an atmosphere described by one diplomat as "occasionally extremely tense". Deputy foreign ministers from the two countries met officials from the four guarantor countries.

Meanwhile, economic repercussions of the border conflict are being felt. The Ecuadorian currency fluctuated dramatically in response to nervous investors seeking a hedge in US dollars. Since the beginning of fighting last week, the official rate of the sucre slipped from 2,280 to 2,425 to the dollar on Tuesday. The currency recovered slightly on Wednesday but is likely to continue fluctuating, depending on military and diplomatic developments.

## Apaches reject N-waste burial ground proposal

By George Graham in Washington

The Mesquero Apaches have rebuffed US nuclear reactor operators and sent them looking for another burial ground for their radioactive waste.

At the centre of the disagreement, over whether to build a dump for at least 20,000 tons of spent fuel rods on Apache land, were the descendants of the great Chiricahua war chiefs who had disagreed a century ago over whether to discuss terms with, or fight on against, the US cavalry.

This week, Mr Silas Cochise, great-grandson of Cochise, the famous leader of the Chiricahua Apaches who eventually surrendered in 1872, argued in favour of building the interim waste dump, which promised to bring payments of up to \$250m

(\$158m) from the utilities which wanted to store their spent fuel.

Mr Joseph Geronimo, grandson of Geronimo, the Chiricahua war chief who fought on until 1886, led the opposition to the project.

"There's no amount of money in the world that can convince me it is safe," Mr Geronimo said. Mesquero tribal members voted 490-362 against the plan.

The decision closes off the last possible site that could be available soon enough to handle the rapidly growing storage problem faced by US nuclear generators. "We have no working option at the moment," one nuclear industry official said.

Under the Nuclear Waste Policy Act of 1982, the US energy was charged with building storage and disposal facilities for spent nuclear fuel. Since then, utilities have paid

over \$10m in fees into a fund to finance the storage, anticipating the government would start taking spent fuel off their hands in 1998.

But plans for a permanent storage site, probably at Yucca Mountain in Nevada, have been delayed, and there is no prospect of the site being ready before 2010.

The Apaches, who as a nation have more autonomy in such decisions than most such communities, had been negotiating with a consortium of 33 nuclear energy companies to build a dump to last for up to 40 years, until the federal government can construct a permanent storage site.

Meanwhile, a group of utilities has filed suit against the department after it had issued a "preliminary view" that it had no statutory obligation to start accepting the spent fuel in 1998.

## Haiti to receive more cash assistance

Haiti will receive about \$250m (\$158m) more than it was expecting from foreign donors and creditors, who have now said the country will get \$900m over the next 15 months, Canute James reports from Kingston.

The pledges were made at a donors' meeting in Paris this week. This followed pleas by the government that it urgently needed access to the promised money and had met all conditions requested by prospective donors.

Mrs Marie Michèle Rey, Haiti's finance minister, said the funds will be used to rebuild the judiciary, support agriculture and improve services such as public health and education, and for balance of payments support.

Mr Samack Michel, prime minister, said last week that the government had done everything demanded by foreign creditors, but that the administration could not continue economic reforms until it received some of the funds.

## Central America's armies turn from guns to butter

Budget cuts and political unpopularity have forced the region's militaries to find a new role, writes Edward Orlebar

The once-dominant role of the armed forces in central America is coming under increasing challenge, but in some countries the military is turning its hand to business to retain its financial independence.

Military officers once routinely abused power, protected by their enormous political influence. But the civil wars which fuelled the armies' growth in the 1980s have petered out, and the end of the cold war has prompted foreign governments to withdraw support, forcing big budget and personnel cuts.

"Civil society has begun to question them," says Mr Gabriel Aguilera, a military analyst in Guatemala. "There is no longer armed conflict to justify their existence - the question is what is their use?" Some of the militaries are trying to define a new role in line with the changed international environment by echoing new US concerns over drug trafficking, illegal migration, and the environment.

Meanwhile the Washington-

based lending institutions have recommended cuts in defence spending to divert resources to health and education.

In Honduras the army faces a future without conscription. In Nicaragua and El Salvador armed forces have lost their dominant role after deep cuts and a new political climate. Last October, Panama followed Costa Rica's lead by abolishing its army, which had kept former military dictator Manuel Noriega in power until he was ousted by a US invasion in 1989. Even Guatemala's army, the most autonomous in the region, is becoming more accountable.

The US government which bank-rolled military excesses in El Salvador and Honduras in the fight against left-wing movements during the 1980s has become a supporter of civilian democracy.

At that time the Honduran armed forces were given lavish US aid in return for harbouring Contra rebels fighting against the left-wing Sandinista government in Nicaragua. However since the Sandinista

**Armies' march halted**

Guatemala

Year	1980/1	1985/6	1990/1	1994/5
Personnel	14,500	38,000	30,000	22,000

Honduras

Year	1980/1	1985/6	1990/1	1994/5
Personnel	10,000	15,500	15,500	15,500

El Salvador

Year	1980/1	1985/6	1990/1	1994/5
Personnel	7,000	23,000	20,000	23,000

Nicaragua

Year	1980/1	1985/6	1990/1	1994/5
Personnel	8,000	22,000	15,500	15,500

Source: US State Department

lost power following election defeat in 1990 the Honduran military has watched support from its sponsor turn to sharp criticism of its human rights record.

In May, it had to swallow a unanimous decision by the Honduran congress to abolish conscription in favour of voluntary service, after an unprecedented consensus emerged between human rights groups, trades unions, and the business community.

"Five years ago this would have been impossible," says Mr Victor Maza, a Honduran political analyst. "This is symptomatic of the consolidation of

civil society."

After a peace agreement which ended the civil war between the government and left-wing guerrillas in El Salvador in 1992 the army was cut in half to 30,000 men. Dozens of senior officers were purged for human rights abuses and the police were put under civilian control.

The institution which ran El Salvador for much of the last 40 years is now largely ignored when political decisions are taken, say analysts.

In Nicaragua the Sandinista Popular Army (EPS) has been reduced to 17,000, from more than 100,000 troops before the elections in 1990. The right-wing elements of the government regard the EPS as supporters while Sandinista partisans have been dismayed by the even-handed repression meted out against former colleagues and opponents alike involved in sporadic uprisings.

In February, General Humberto Ortega who has headed the EPS for 15 years will step down, bowing to pressure from the US and from opponents

inside Nicaragua.

Only in Guatemala where an armed conflict with left-wing guerrillas persists is the army still the dominant political force. But even here, where it has acted with brutal autonomy for 40 years, it has had to accept a UN mission to monitor human rights abuses, and an independent commission which will investigate past violations once a final peace accord is reached.

An assembly of civil organisations in Guatemala has called on the government to promote peace negotiations by offering half the army, appoint a civilian defence minister, and disband civilian militias.

General Hector Gramajo, a former defence minister says the army is committed to reducing its political role. "It is discovering that as democracy gathers strength it loses privileges and is increasingly subject to controls and restrictions. But it accepts this."

In response to these changing circumstances, central America's armies have fallen

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سكنا من الامل

# EU may speed textile import liberalisation

By Guy de Jonquieres, Business Editor

The European Commission is considering speeding up planned liberalisation of EU barriers to textiles and clothing imports if exporting countries agree to open their markets more widely to European goods.

The possible shift in policy emerged as the US published a draft schedule for implementing the Uruguay Round agreement to eliminate, by the year 2005, trade restrictions imposed under the Multifibre Arrangement (MFA).

The US has chosen to set out in advance its implementation timetable for the full 10-year period, rather than announce it phase by phase. Its textiles producers say the information will help them adjust to long-term changes in market conditions.

US officials and textiles producers said the schedule, to be finalised by May, allowed for orderly liberalisation in line with the Uruguay Round accord.

But importers and retailers said it left many restrictions in place until 2005, increasing the likelihood that the US industry would resist their eventual removal.

"It amounts to a 10-year extension of the MFA," said Mr. Clint Stack, a Washington-based consultant who advises importers and some foreign governments. "It is irresponsible of Washington not to signal to domestic producers that they must adjust quickly to competition."

European textile producers say the speed of US liberalisation will influence their attitude to European Commission proposals to link the opening of the EU market more closely

to trade concessions by textile exporting countries.

Commission officials want to boost European exports to big textile-producing countries, such as India and Pakistan, by persuading them to go beyond recent agreements to lower tariffs and liberalise quotas, notably by eliminating a variety of non-tariff barriers.

In return, they say, the EU could offer to lift MFA restrictions on "sensitive" imports from the countries concerned faster than previously envisaged, or reallocate their quotas to benefit products in strong demand.

Unlike the US, the EU has announced plans for implementing only the first three years of the 10-year transition to free trade in textiles. Few of the items designated in its schedule are covered by the MFA.

European textiles and clothing producers cautiously support the new approach being discussed in Brussels, which has yet to be approved by EU member governments.

However, Mr. Camille Blum, director general of Euratex, the main industry body, said that if Europe liberalised its market faster than the US, it risked being swamped by imports.

Mr. Stack calculates that, under the draft US schedule, quotas on 68 per cent of textile products covered by the MFA would still be in place until 2005, and removing them would be like falling off a cliff.

# Building companies eye Polish potential

By Andrew Taylor, Construction Correspondent

Costain, the UK construction group, is poised to join a growing number of European building and civil engineering companies seeking to gain a foothold in a rapidly emerging Polish construction market.

The British company is expected to announce soon that it has agreed to form a joint venture with Budimex, one of Poland's biggest building and civil engineering groups.

Budimex already has a separate joint venture with Walter Bau, a German contractor. Austrian, French, Scandinavian and Italian as well as other German and British construction groups have recently

won contracts in Poland approaching \$500m (\$200m).

Construction output in the country, worth an estimated \$9bn last year, is forecast to rise sharply over the next decade as inward investment increases, economic reforms take effect and domestic output expands.

Mr Robert Donald, construction analyst with stockbrokers NatWest Securities, says: "Construction spending in Poland was only \$220 per head of population in 1989 compared with an average of almost \$2,000 for the whole of western Europe, \$2,700 in Germany, \$1,800 in France and \$1,200 in the UK."

"Poland, given its relatively large population and low investment in building, has the potential to become Europe's fastest growing construction market provided political and economic stability is maintained in the region, including in neighbouring Russia."

Poland's population is 38m, about the same size as Spain, and bigger than the combined populations of the Czech Republic, Slovakia, Hungary and east Germany, making it an attractive manufacturing base for international companies seeking to break into central and east Europe.

Foreign companies that have announced investments in Poland include Ford, with a \$52m car plant at Pionsk, Pilkington, which is building a \$150m glass plant at Sandomek, and Daewoo Electronics of South Korea, which plans to manufacture consumer electronic goods at Pruszkow, 25km west of Warsaw.

Bovis, the UK construction group, which is managing the construction of the Pilkington glass plant, also has a contract for a Polish food processing plant at Poznan for Nestle, the Swiss confectionery group, and an order to build three petrol filling stations for Texaco.

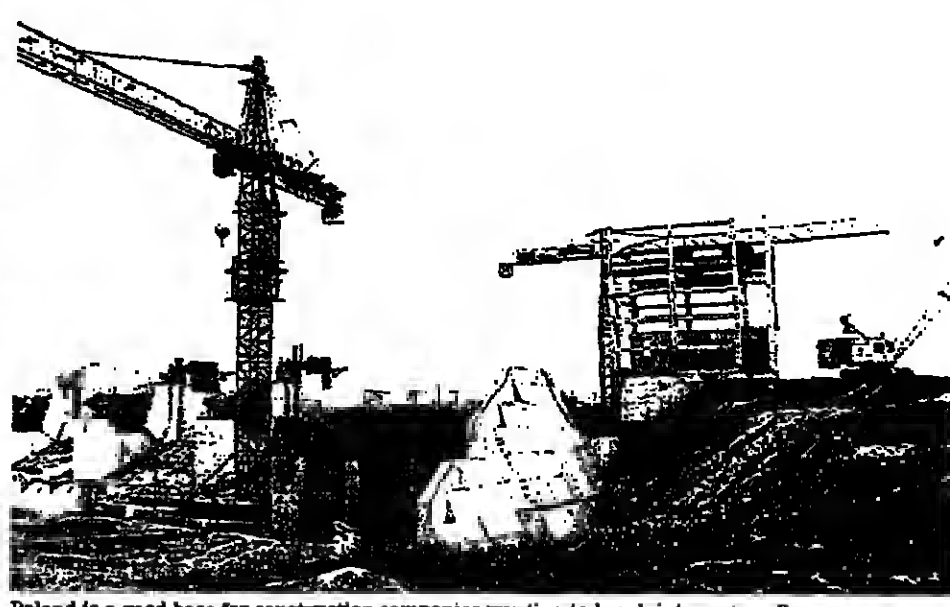
Mr Mike Marshall, director in charge of the Warsaw office of Gleds, British project managers and consultants, says: "Poland remains a difficult market to operate in. Bureaucracy is rife and planning per-

missions can be difficult to achieve, with ownership of sites often complicated and confused."

"Nonetheless a number of schemes involving foreign contractors and developers are now getting under way."

"Compared with two years ago, there were hardly any tower cranes to be seen in the centre of Warsaw. We estimate, currently, that there is a further \$350m of work which definitely will be placed in central Warsaw alone during the next 12 months."

European construction companies working on Polish projects include Hochtief of Germany, which built the \$270m extension to Warsaw's international airport, Bouygues of France, which is developing a commercial centre and hotel complex worth more than \$100m, and Skanska of Sweden, which is building the first



Poland is a good base for construction companies wanting to break into eastern Europe

# Israel warning on EU trade deal

By Julian Oczarowski in Jerusalem

Israel yesterday warned that it would not sign a draft association agreement with the European Union without further trade concessions.

Mr Oded Eran, the foreign ministry official negotiating the deal, said the draft agreement would barely make a dent in Israel's \$7.4bn trade deficit with the EU. He said Israel was deeply disappointed over the "negligible" concessions offered by the EU.

"We expected much greater understanding from Europe about the role we are expected to play in the new Middle East as an economic magnet which will absorb imports," said Mr Eran. "We cannot play that role unless we get much greater concessions from Europe."

Mr Eran's statement follows mounting political pressure against signing the agreement in its present form. Both Mr Yacov Tsur, agriculture minister, and Mr Micha Harish, trade and industry minister, have publicly opposed the draft agreement.

Israel will make a concerted effort to push the EU into further concessions, when Mr Alain Juppé, the French foreign minister, leads an EU delegation on a visit to Israel next week.

Israel wants access to public

procurement in the telecommunications sector; an increase in the quota of flowers allowed to enter the market with preferential duties, a reduction of tariffs on Israeli processed food, particularly frozen sweetcorn; greater access for Israeli agricultural products and an adjustment in take into account the losses Israel has suffered as a result of the accession of Sweden, Austria and Denmark to the EU.

The EU, however, says the new agreement is a considerable improvement on the existing 1975 agreement and gives Israel such benefits as full access to the Research and Development programme; cumulative rules of origin; institutionalisation of political dialogue and opening new areas to Israeli competition, such as financial services.

French officials have warned Israel that unless it signs the agreement soon it may lose the window of opportunity.

But Israel is insistent that, as this is the first time it has had to renegotiate trade issues with Europe since 1975, it must get a better deal which looks towards the future.

One possible compromise would be for Europe to grant Israel the right to reopen negotiations within three years on the disputed issues.

# Total in \$12bn Burmese gas deal

By David Buchanan in Paris and William Barnes in Bangkok

Total, the French oil group, yesterday announced the signature of a contract to pipe around \$12bn worth of natural gas from a Burmese offshore field to generate power in neighbouring Thailand over the next 30 years.

The agreement is Burma's biggest-ever business venture with foreign partners. The joint venture is based on two agreements: one to supply gas and a second covering the construction of a pipeline to the Thai border.

The deal follows agreement with the Rangoon authorities last September, and provides for a consortium of Total, Unocal of the US, the Myanmar Oil and Gas Enterprise (MOGE) and the Thailand Exploration and Production Public Company (TPPEP) to build a 400km pipeline from the Yadana offshore field to the Ratchaburi region of Thailand at an estimated cost of \$400m.

The consortium will deliver gas, starting from 65m cubic feet a day in 1998 to 525m cubic feet a day the following year and worth some \$400m a year, to the Petroleum Authority of Thailand (PTT).

The gas will be used to power a 2,800MW generating station in Thailand, but over the longer term extraction from the Yadana field could rise to as much as 650m cubic feet a day, with the additional output being used in Burma.

Total is to take the lead in developing the field and operating the pipeline to the Thai border, with PTT taking responsibility for the stretch of pipe inside Thailand.

Total will take a 36.75 per cent stake in the project, Unocal 33.25 per cent and TPPEP 30 per cent, but these stakes would be reduced if MOGE exercises its option to take a 15 per cent stake.

The project has been criticised by Burmese opposition groups because it will entail running part of the gas pipeline through territory contested by ethnic

Mon and Karen guerrillas. Human rights groups have said they fear that the Burmese army will use brutal methods to secure a route for the pipeline.

The pipeline will provide Burma's military regime with hard currency and supply Thailand with relatively clean energy to help it cope with demand for electricity that is expanding at more than 10 per cent a year.

The gas will be sold to Thailand at a price "probably" between \$2.50 and \$3 per million BTU, depending on a complex formula based on costs and world prices.

The Petroleum Authority of Thailand said this first Thai agreement to buy foreign gas was likely to pave the way for other gas supply deals.

Negotiations with Burma over the Yadana offshore field are already under way and other suppliers such as Malaysia, Cambodia and Vietnam are being considered.

## WORLD TRADE NEWS DIGEST

### \$105.9m car parts project for Berlin

Magna International, the Canadian-based manufacturer of auto parts, yesterday announced it will invest DM160m (\$105.9m) in Berlin, a move that will regenerate a former industrial area. The project, to be located in Pankow in the eastern part of the capital, will create more than 1,000 jobs in an economically depressed area. Magna will focus on manufacturing doors, windows and safety devices for Daimler-Benz, Volkswagen and Ford. It also hopes to use its investment to tap suppliers in eastern Germany and eastern Europe.

The investment, supported by the Berlin economic development agency, coincides with a major effort by the Berlin government to attract industry even though the considerable tax privileges and advantages that existed when the city was divided were scrapped last month. Magna, based in Ottawa, has 80 manufacturing units throughout North America and Europe and last year had a turnover of DM4bn. *Judy Dempsey*

### Boeing to axe 7,000 jobs

Boeing, the US aircraft manufacturer, is to reduce staff numbers by about 7,000 this year because of a reduction in demand for its 737 and 767 aircraft.

Mr Frank Shrontz, Boeing chairman, said: "These job reductions are higher than we anticipated just a few weeks ago. Since the beginning of the year, several customers came to us asking to postpone aircraft deliveries because of the continued softness of the airline industry."

Production of the Boeing 737 will fall from the current rate of 3.5 a month to seven a month by November. By the end of 1995, production of the Boeing 767 will fall to 3.5 a month from four a month.

However, Boeing said that, based on current market information, it would increase production of the 747 aircraft from today's rate of two a month to three a month in the second half of next year. *Michael Skapinker, London*  
See Feature Page 18

■ Wireless Data Group, a unit of Motorola, and Singapore Telecom Page Link and several software developers, are introducing the industry's first wireless modem card in Asia. The pocket-sized device, called the Motorola Personal Messenger PC card, allows users to send and receive electronic mail, send faxes and connect with office-based computers for access to information services. *Reuter, Singapore*

■ Nuova Cimimontubi, part of Italy's Belleli engineering group, has won two contracts worth a total of L130bn (\$112.5m) in Indonesia and Venezuela. Nuova Cimimontubi, which builds energy and petrochemical plants, offshore rigs and steelworks, has won a contract for the planning, supply and construction of a power station in Indonesia, in alliance with Marubeni of Japan and Stone & Webster of Canada. Separately, the company has signed a L50bn contract for the development of a petrol production plant in Venezuela, commissioned by Kellogg of the US. Belleli acquired 100 per cent of Nuova Cimimontubi at the end of last year. *Andrew Hill, Milan*

■ Swiss chemicals and pharmaceuticals group CIBA-Geigy has signed an agreement with Arabian Industrial Development Co (AIDA) to jointly produce and market epoxy resins. The Saudi Arabian partner will soon begin construction of a \$40m plant for the project in Al Jubail Industrial City. *Reuter, Basle*

■ Singapore Telecom said it has set up a joint venture with Indian software company HCL and truckmaker Ashok Leyland to bid to operate basic and cellular telephone services. India's basic telephone services business is estimated to be worth about \$13.3bn a year. *AFX, New Delhi*

■ Isuzu Motors of Japan will set up a joint venture in Beijing this month with three Chinese firms to produce aluminium van bodies. The joint venture, Geifin Beijing Special Automobile, will be capitalised at \$2m. General Motors of the US owns 37.4 per cent of Isuzu. *Reuter, Tokyo*

# Clinton told to end export promotion

By Nancy Durne in Washington

The Clinton Administration should repudiate the concept of economic security as the basis for foreign policy and abandon government-backed export promotion, according to a new report by a Washington think tank.

The report, released by the Cato Institute, a libertarian think tank with many friends in the Republican-controlled Congress, calls for a review of US foreign policy priorities and an end to the mobilisation of the entire government, including US embassies and diplomats, behind the sale of US exports.

The study labels as "neo-mercantilist" (adoption of national power as a goal and regulation as a means of increasing wealth) policies adopted by the Democratic Clinton Administration to counter foreign competition with US government export promotion and financing programmes.

"Given the deterioration of the democratic revolution in Russia, the fragmentation of Nato, the danger of nuclear proliferation and the unraveling of the Middle East peace process, it is bizarre" for Mr Warren Christopher, secretary of state "to proclaim that economic security is his foremost priority," says Mr Stanley Kober, author of the report.

His contentions will be disputed across the Administration, which has made the expansion of US exports a top priority.

It is a policy which has been developing for years, as Republican and Democratic administrations sought to ward off

more protectionist legislation in Congress and stressed export boosting measures.

"Using political and economic muscle to create an international playing field tilted towards the US, which the secretaries of treasury and commerce have admitted is their policy, is extremely risky," says Mr Kober. "Other countries will respond in kind and global tensions will increase."

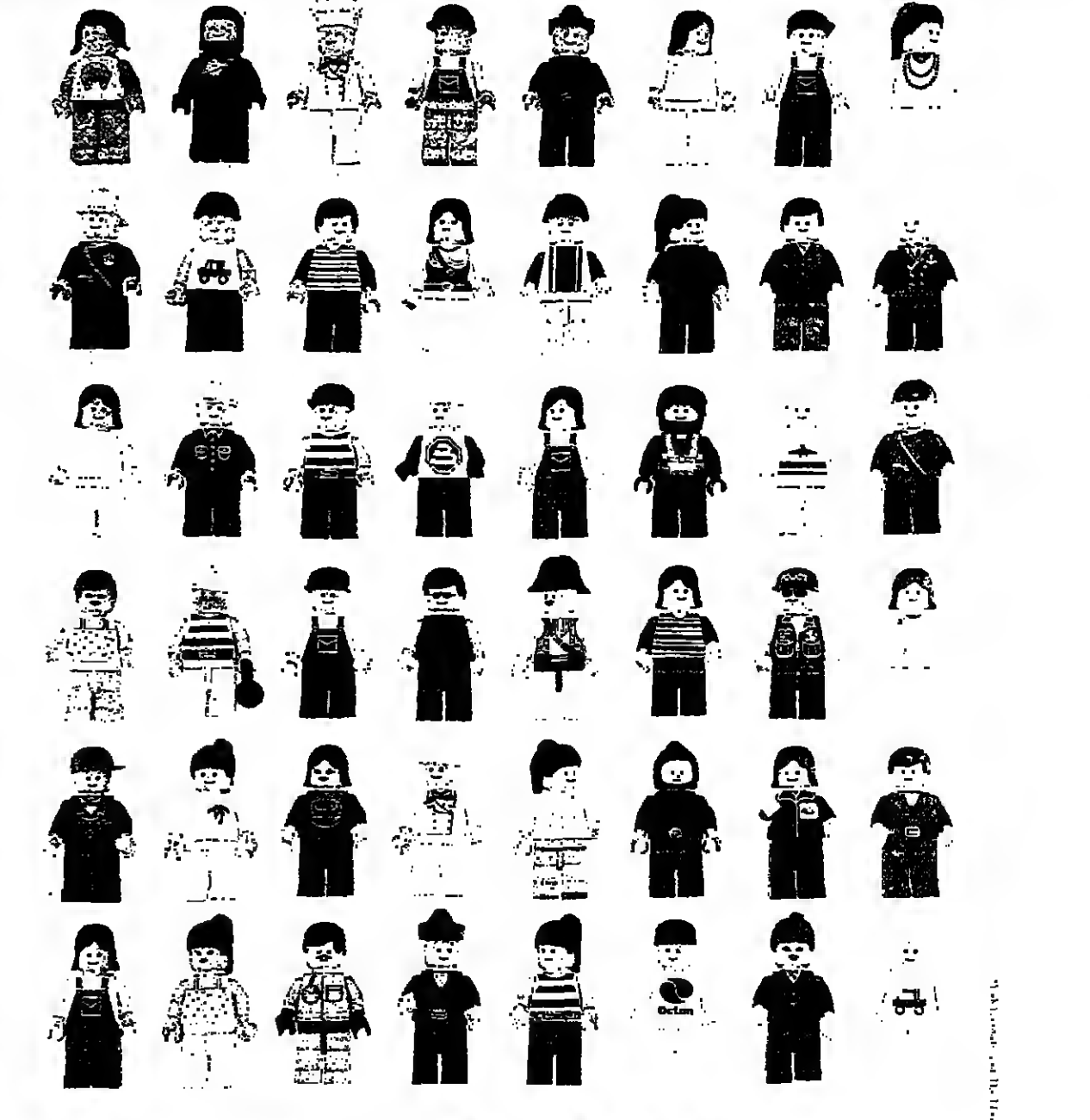
Mr Kober points to Japan as an example of mercantilist policies gone wrong. Its use of industrial policy and targeting has increased market share without improving company profitability, he says.

"Assumption that the government had a more long-term view than the market, supposedly one of Japan's advantages turned out to be erroneous. Not only did Japanese policy inhibit flexibility, it led to wasteful government expenditures in support of new technologies that proved faulty," he says.

He contends that the massive US trade deficit, an estimated \$125bn-\$130bn last year, is not important as long as the economy is growing.

This view, says Mr Alan Tomlinson, a fellow at the Economic Strategy Institute, is a refusal to recognise the realities of economic affairs and how important it is for the US to do well in relations with other countries.

"Economic power cannot be isolated from military power and the US economic national security," Mr Tomlinson and others argue. "This is especially true when talking about competitiveness in high technology."



## SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

Except for one thing.

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing. And nothing is all they'll ever have unless we all extend a helping hand. We know you can't give them back the things that others have taken away.

We're not even asking for money (though every cent certainly helps). But we are asking that you keep an open mind. And a smile of welcome. It may not seem much. But to a refugee it can mean everything.

UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information  
P.O. Box 2500  
1211 Geneva 2, Switzerland



United Nations High Commissioner for Refugees

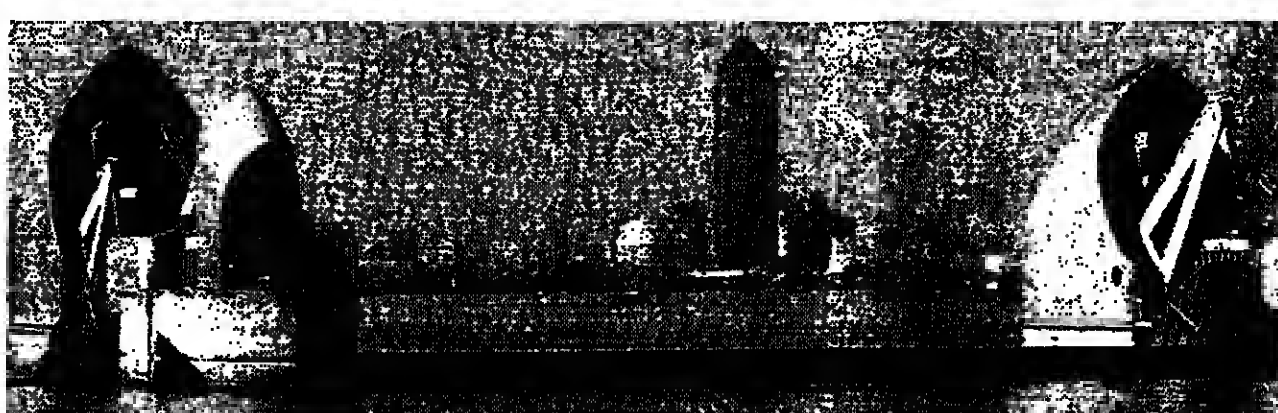


## Employees are urged to inform on companies

<sup>47</sup>The economic and social effects of

The Lords' decision was "an important turning point", overruling an Appeal Court judgment, "which would have made it difficult for us to enforce the Restrictive Trade Practices Act".

Sir Bryan welcomed comments by Lord Templeman that fines of up to £25,000 imposed by the Restrictive Practices Court were derisory. The court might want to impose more substantial fines in future, said Sir Bryan.



## Tension is high at factory, says Peugeot

believe a 4 per cent rise throughout the industry is already a benchmark for the

## Pro-EU Tories tell Major to scorn his rebels

pro-EU Tories about the government's increasingly Eurosceptic approach to next year's

# Inland Revenue to shed up to 12,500 jobs

## Reuters alliance with Murdoch

## Reuters alliance with Murdoch

syndicates. A further 35 per cent of Polis Direct will be held by Polis Direct UK, a joint venture between the management of the Dutch company and Ballantyne, McKean and Sullivan.

## Netherlands insurance link

syndicates. A further 35 per cent of Polis Direct will be held by Polis Direct UK, a joint venture between the management of the Dutch company and Ballantyne, McKean and Sullivan.

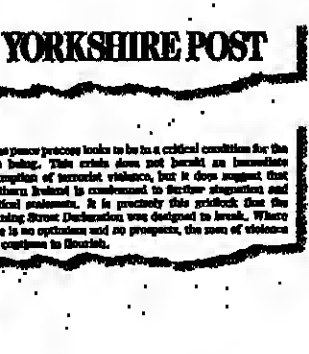
## Extra curricula ruled out

often in areas with strong support for the Conservatives.  
*PA News*

1994 monthly average of 176, and Touche Ross commented: "On closer analysis of the underlying trends it would appear that there is little cause for concern."

## PM tries to tame Ireland critics with tea

# Industry while Cit



# squeals y purrs

**Real GDP growth**

Annual % change

6

4

Year	Real GDP growth (Annual % change)
1990	3.5
1991	4.5
1992	4.0
1993	5.0
1994	4.5
1995	5.5
1996	5.0
1997	5.5
1998	5.0
1999	5.5
2000	5.0

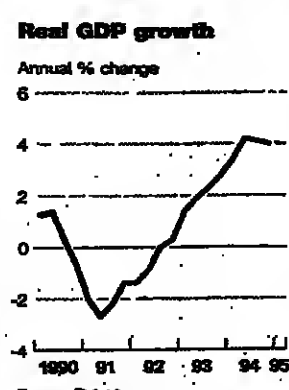
## Boost

By Peter Norman,  
Economics Editor

Yesterday's half-percentage

## Industry squeals while City purrs

\_\_\_\_\_



long-term interest rates, which are already well above 8 per cent."

## Boost sought for international credibility

ment. But the housing market is flat on its back, with house prices continuing to fall. As the chancellor announced

But two domestic factors weighed heavily with the chancellor and governor and their

...owing gross domestic prod-  
uct up an unchanged 0.8 per  
cent on the third quarter and 4  
per cent higher than a year

that a prompt implementation of the rate increase might add to the UK's international credibility and security from financial storms abroad.

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## THE PROPERTY MARKET

### Simon London asks whether the retail sector's optimism can last Investing all over the shop

There is an old fund management saying that there is nothing more dangerous than a consensus. On this view, the enthusiasm of UK and overseas investors for retail property is likely to end in disappointment.

While most of the UK property market finished 1994 in a subdued mood, the retail sector continued to hum with investment activity.

Demand for retail property from investors has been reflected in the price: high street shops in good locations have been changing hands on yields of less than 5 per cent.

Last month also saw a flurry of announcements which suggested that investors are ready to commit funds to large retail developments. These included:

- AMP Asset Management has acquired a half share in Glasgow's Buchanan Street development project from Grosvenor Square Properties, the property arm of Associated British Ports.

- AMP and Slough Estates, which owns the other half of the site, are now keen to press ahead with the £60,000 sq ft development and work should start this year.

- Capital Shopping Centres, the quoted property company, has joined the joint venture

between retailers Marks and Spencer and J. Sainsbury which is planning to develop a regional shopping centre and leisure facilities at Braehead, outside Glasgow.

- Land Securities has signed a development agreement and 99-year lease for the White Rose shopping centre outside Leeds. Preparatory work has started on the £15m scheme.

- Lend Lease, the Australian company, has submitted revised plans to the local authority for Bluewater Park, Kent, which could be the largest shopping and leisure scheme of its type in Europe.

- Prudential and J.T. Baylis, joint developers of the 700,000 sq ft Cribbs Causeway shopping centre on the outskirts of Bristol, have appointed Bovis Construction to manage the project. Work has started on the 72-acre development, which is due to be completed by September 1997.

The question is whether the outlook for retail rents is sufficiently bright to justify this new wave of investment in large shopping centres, as well as the high prices being paid for high street shops.

From a macro-economic perspective, the worry is that economic recovery will generate less consumer spending and lower inflation than previous economic cycles. A recovery

led by exports and capital investment - which many forecasters predict - would favour industrial property, not shops.

Recent economic statistics have been encouraging for retailers and investors alike. Despite the gloomy pronouncements of retailers in the run-up to Christmas, December was a bumper month. The year-on-year rise of 3.8 per cent in seasonally adjusted retail sales volumes looks healthy enough.

Moreover, December brought a higher than expected jump in retail prices. A modest dose of inflation would help retailers to expand margins and, in theory, let them pay higher rents.

Whatever the pattern of economic recovery, though, growth in consumer spending is unlikely to be spread evenly across the country.

The chart shows three regional forecasts of high street rents by Erdman Lewis, the surveyors, which has just put the finishing touches to a new forecasting model developed with Cambridge Economic Consultants.

This model predicts a wide variation in the regional performance of high street rents, depending largely on the underlying strength of regional economies.

The East Midlands is expected to be the best performing region of the UK over the next four years. Greater London is expected to perform worst.

Investors in large out-of-town or city centre shopping developments argue that such schemes are sufficiently large to buck regional trends.

This is backed by evidence from retailers. In a recent survey by DTZ Debenham Thorpe, the surveyors, retailers said that three existing regional malls - Meadowhall in Sheffield, the MetroCentre in Gateshead and Merry Hill in Dudley - had overtaken London's Oxford Street as the UK's most successful trading locations.

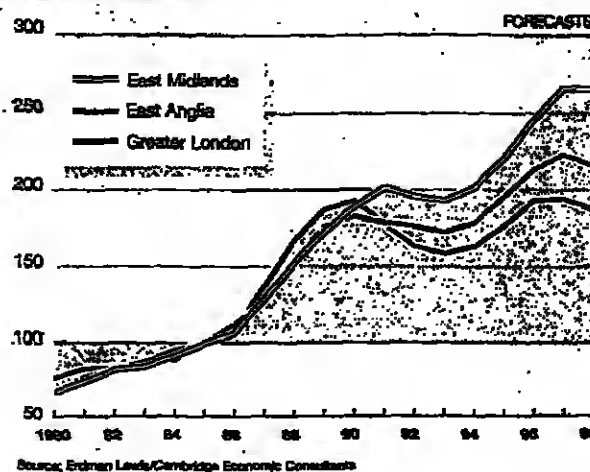
Besides, investors argue that it is necessary to look beyond the next few years when placing funds in large regional shopping centres.

Mr John Whalley, director of property investment at AMP Asset Management, says: "Retail rental growth is likely to be patchy and localised, so the choice for an investor is between good locations and bad locations. When the opportunity arises to buy into a project like Buchanan Street, you have to take a strategic view."

A shift in government planning policy over the past few years - which means that few new out-of-town shopping centres are likely to get planning

#### Shopping for shops

High street rents, 1985=100



Source: Erdman Lewis/Cambridge Economic Consultants

permission - has also given rarity value to existing schemes.

But what of high street shops? Despite the government crackdown on new planning permissions, there are enough out-of-town shopping centres in the pipeline to saturate the UK.

Bluewater Park, Braehead, Cribbs Causeway, White Rose and possibly Dinnington near Manchester (which is the subject of a planning appeal to the House of Lords) will provide intense competition for many town centres. The only obvious gap in the network of large regional shopping centres will be to the west of London.

Against a background of relatively sluggish and patchy growth in consumer spending,

this heightened competition could be bad news for high street rents and, ultimately, for property values.

"Although there are exceptions to the rule, our view is that high street shops are generally overpriced, given their rental growth prospects," says Mr David Watt of DTZ Debenham Thorpe.

Of course, it is possible that the UK will fall back into the pattern of high consumption, low investment and inflation which has bedevilled it for the past 30 years. Shops would be a good hedge against this evenuality. But without hard evidence of a lift-off in consumer spending, investing in many British high streets requires a leap of faith.

### The mood turns more cautious

A month ago this property column asked investors about their expectations for investment returns and found many fund managers anticipating a healthy 10-15 per cent total return from property in 1995. Legal & General, one of the UK's largest life insurance companies, this week put forward a more cautious view.

The company, which holds about £2.5bn commercial property in its main life fund, is expecting the market to show virtually no capital growth this year. This will result in a total return of only 5-10 per cent.

As a result L&G is shifting its life fund away from property, bringing to an end an 18-month period during which it favoured bricks and mortar over other financial assets.

Mr David Shaw, L&G's director of investment strategy, argues that the yield gap between property and 10-year gilts - at 1.5 percentage points - is close to the long-run average of the past 10 years. This suggests that property is fairly valued at current levels.

However, the depth of the last recession has left the economy so far below trend output levels that there is scant chance of anything more than modest rental growth.

On this view, the overhang of empty space will restrict

rental growth to perhaps 5 per cent this year. Mr Shaw maintains this would be enough to support capital values but not to drive values higher.

"Looking back over the last 20 years, property investors appear to require, on average, 5 per cent rental growth to persuade them to accept prevailing property values," he says.

In other words, the costs of administering, dealing and refurbishing property are such that it takes a modestly rising income stream simply to maintain the capital value of the investment.

None of this means that L&G is about to sell large slices of its property portfolio. It is keen to expand its portfolio of - you guessed it - retail properties.

But the company will channel more of its cash flow into bonds and equities this year and reduce the property weighting of the life fund. This is not good news for the property market, especially if other long-term investors follow suit. It is worth noting that the most cautious investor in last month's straw poll was the Prudential, L&G's great rival in life insurance, which expected a total return from property of 7-8 per cent this year.

Simon London

## COMMERCIAL PROPERTY

### CUMBERNAULD DEVELOPMENT CORPORATION

#### DISPOSAL OF HOUSING STOCK

The Corporation will shortly be seeking bids for the purchase of its stock of rented housing, and invites organisations wishing to be considered as potential landlords to register their interest.

It is expected that bids will be received by the Corporation in mid-1995, with a view to the disposal of its housing stock by March 1996.

The stock will be sold in distinct packages, each within the range of 650 to 1,000 properties. The Corporation's rented stock currently totals 4,200 properties.

Prospective landlords must provide information on the financial status of their organisation and its operational activities, including details of their track record in the housing field. Organisations should be able to meet the standard of Scottish Homes' landlord status.

Replies should be sent to:

The Chief Executive,  
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## RECRUITMENT

## JOBS: Organisation in the natural world may provide valuable lessons for the way we work

## Natural selection and corporate survival

Whether as employees we like them or not, we must accept that many, if not all large companies have now embraced some of the human resource or new management techniques designed to produce slimmer, fitter and more effective organisations.

Downsizing, delayering and outsourcing may be unwelcome additions to the English language, but we have come to understand what they mean. What seems less clear is the long term consequences of these activities. Already many restructured financial institutions are reporting malaise among employees as a result of workplace change. This emerged in two recent studies - one by Sundridge Park Management Centre and one by Roffey Park Management Institute - quoted here previously.

It was clear from the studies that employees were beginning to wonder where the changes would end, given the prevailing business belief that a willingness and ability to change or adapt is essential for corporate survival.

What will happen to companies, however, if human resource initiatives are taken to their extremes? Suppose your company has placed all its core activities out to ser-

vice contractors, some of them perhaps newly autonomous enterprises composed of people who used to be your colleagues.

Is there a possibility of the healthiest of these fledglings growing to a degree that they no longer simply provide a service to the former parent but create a mutual dependency?

Evidence emerged only this week from the Open Learning Foundation suggesting that delayering had left some companies with a shortage of management skills: the sort possessed by the older middle managers they had got rid of. It may be that the drive to pare down costs is leaving some businesses weakened to the point of vulnerability.

I am reminded of those sharks in nature films, swimming about with little fish attached to them or milling in and out of their gills cleaning away all their parasites. The shark needs the little fish and the little fish needs the shark. But what happens when the little fish find a better source of sustenance and grow bigger, possibly turning into predators themselves, and leaving their former hosts prey to the parasites?

Does business mirror life? Are companies constantly undergoing evolutionary change in the way that was recognised in nature by Charles Darwin? If so, will this evolution be gradual or interspersed with great leaps arising from sudden change triggered by unusual circumstances?

Some comparisons between the structure of organisations and living organisms are made in a book called *Creative Compartments* by Gerard Fairtlough, which suggests that we have entered an era of rapid change in business.

The age of the large hierarchical organisation, he suggests, could be coming to an end. If big companies are to flourish, says Fairtlough, they will need to be reorganised in a series of interlinked creative compartments ideally of about 100 people each.

Fairtlough, a biologist and founder of Celltech, the biotechnology company, uses the living cell as a metaphor for the creative compartment. He observes similarities in the interplay between companies and that of animals, where predator and prey populations evolve

together, interacting with other animal groups. In Japan and China, he notices that while fierce competition exists between companies, there is also much co-operation, particularly between a large manufacturing company and its trusted sub-contractor.

"As the following out of large firms continues, we may expect them to become co-ordinators rather than operators, concerned with big activities but only doing some of them in-house," he writes.

He cites Benetton, the Italian fashion house, as a successful example of this kind of structure. It has several thousand retail franchises which contract to sell only Benetton products but remain separate firms. Much of its manufacturing is carried out by more than 200 companies, mostly in northern Italy.

He writes: "The subcontractors are of various kinds - firms controlled by Benetton, firms set up by former Benetton managers, some independent firms and even home-workers." While electronic communications supports the various links, Fairtlough also notes that there already existed in the Emilia-

Romagna region of Italy a tradition of interlinked companies.

An example of a compartment-style internal corporate network, he notes, can be found at Rolls-Royce Motor Cars in Crewe, Cheshire, which divides its plant into 16 zones, each of about 100 people grouped into teams. Whitbread brewery's Welsh plant is organised into four areas - brewing, processing, kegging and canning - each with around 100 people where self-management among shift teams is encouraged.

Fairtlough, a one-time chief executive of Shell Chemicals UK, is not writing off the big company. Oil and gas exploration, he accepts, needs investment on a scale that only the largest organisations can undertake. Shell, he says, has developed a multidisciplinary approach to oil exploration and extraction. Integrated working groups with a high degree of autonomy are responsible for the lifetime management of an oil field. These integrated oilfield teams, says Fairtlough, show that large companies such as Shell are starting to hand-

over the management of such tasks to compartment-sized work groups.

The challenge for such companies will be to provide their employees with the training, information, feedback and power necessary to maintain a cohesive structure. Such organisation, as Fairtlough suggests, may leave room for a variety of business arrangements including collaboration and co-operation. SmithKline Beecham, the pharmaceutical company, for example, has established a range of collaborations since 1982 with various universities and research establishments. Perhaps, in such circumstances, there may be less incentive to be predatory.

This broad delegation of responsibilities may also raise questions over the role of the centralised board. Will the parent group directors be as important as they once were, and, if not, should they continue to merit the pay differentials that they have, traditionally enjoyed?

*Creative Compartments* by Gerard Fairtlough is published by Adamantine Press, price £35 (hardback) and £17.50 (paperback).

Meanwhile some developments seem depressingly familiar. New York investment banks have been cutting staff in the same way that London-based securities houses did in 1987 and 1988 according to Richard Parnell, the New York director of Robert Walters, the financial recruitment specialists.

Companies, he says, have been reacting to reduced revenues by shedding office staff while at the same time recruiting better qualified finance staff.

In spite of widespread redundancies in accounting and operations areas, he reports that all but one of the large firms are still recruiting, particularly in derivatives support, client services, risk management, credit and regulatory reporting.

The trend towards upgrading expertise when replacing staff and increasing demand for specialist staff, says Parnell, has created a wide salary scale for accountants with two to four years experience beyond qualifying. Base salaries of newly qualified certified public accountants and chartered accountants can vary from \$50,000 to \$77,500.

Richard Donkin

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Please write, enclosing career and salary details, to Nigel Halsey or Helen Fogg, The Halsey Consulting Partnership, 34 Brook Street, Mayfair, London W1Y 1YA. Telephone: 0171-495 4446.

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An attractive package and excellent career opportunities are offered to attract the very best candidates.

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## MANAGER INTERNATIONAL CORPORATE FINANCE (EASTERN EUROPE)

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As a world leader in the field of consumer products, our client enjoys an enviable reputation. In recent years it has seen revenues increase over 14% and has continued to expand into new markets outside of North America. Its European sales now exceed \$1.3bn. As a consequence of this growth the Corporate Finance department is now recruiting an additional member for its global team.

Reporting to the Director of International Corporate Finance based in the U.S., this new position will assume responsibility for managing the financing of its international operations in eastern Europe. There will be significant interaction with the Corporate Tax, Treasury and Legal functions, both in the UK and the US, and substantial liaison with external finance providers.

This high profile position will encompass the following duties:

- Work with local Finance Directors to quantify ongoing funding needs and to develop a funding strategy based on an integrated country view
  - Review proposed business investments/acquisitions with regard to local economic trends and execute the funding plan
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- The successful candidate will have at least three years experience with a major multinational firm in international corporate treasury, preferably including exposure to eastern Europe.

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He/she will be a self-starter with proven leadership skills and possess the ability to summarize complex financial issues to a broad range of audiences. A knowledge of taxation and accounting issues is also critical.

Initially, you must be prepared to travel extensively, however this will decline to 30% of the time throughout the first year.

Interested applicants should forward an up to date cv to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP quoting reference G7/NY89.

First interviews will be conducted during the week commencing February 13.

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We are now looking for a Finance Director for our newly created subsidiary of Diesel International based in London. The UK is virgin territory and a very special market that we are committed to invest and grow in the next few years.

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To be successful you will be a qualified financial manager with at least 2 years PQE and proven leadership. You will also need something that your track record can't show: A modern approach to life and an open mind.

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For this project we're working together with the Search & Selection firm Nicholson International. If you're ready for Diesel send your curriculum vitae along with a brief covering letter to give us an idea of your personality and background. Write to: Nicholson International (Search & Selection Consultants), Attn: Andrew Livesey, Bracken House, 34 - 36 High Holborn, London WC1V 6AS. Phone 0171-404 5501, fax 0171-404 8128

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Applications are invited from graduate chartered accountants who have received top firm training, preceding 2-3 years commercial experience within a major plc or bank.

Interested candidates should contact Christopher Leadbury on 01895 811666 (evenings/weekends 0753 866155). Harrison Willis, Old Bank House, 64 High Street, Uxbridge UB8 1JN. Fax: 01895 811444.

Any direct applications will be forwarded to Harrison Willis.

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## SYSTEMS ACCOUNTANT

Our client is a top international insurance broker with a profitable network of offices throughout the UK. Rapid change and growth in recent years have led to substantial and continuing investment in the latest accounting and broking systems and focus is now being placed upon the Personal Lines business.

Reporting to the F.D., the Systems Accountant will work alongside the software specialists, introducing new packages to handle an ever increasing volume of transactions. The brief will be to define, install and test the accounting controls, train users, overcome routine problems and ensure the ongoing integrity of the records.

Candidates, probably aged 27-35, should have a degree and a recognised accounting qualification. They will have trained in a large professional or commercial organisation and have strong systems development skills. A background in financial services, retailing or consultancy would be particularly useful. This is a demanding role, which will suit an incisive and determined problem solver, who relishes autonomy, brings out the best in others and is ambitious for career progression.

Please write, in confidence, with full career and salary details, to Paul Carvosso, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote reference 52624.

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Working closely with the European Vice-President and the US CFO, the Finance Director will be responsible for all aspects and co-ordination of financial management, systems development, planning, international taxation, treasury and the maintenance of an effective interface with the US parent company. An immediate priority will be to create a pan-European reporting structure and implement the appropriate information

systems to provide the basis for both day to day control and medium/long term planning. As a member of the European executive management team the overriding requirement will be to make an ongoing commercial and strategic contribution to the long term, profitable growth of the business.

Candidates will be graduate, qualified accountants with a proven record of senior management experience gained in an international, multi-site, manufacturing environment. Strong technical ability including knowledge of US GAAP, US financial reporting and cost accounting, clear commercial vision and excellent management and communication skills are all essential. Fluency in several European languages would be a distinct advantage.

Applicants should forward a comprehensive CV, quoting reference 219520 to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



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Contact: Peter Rafferty Tel: 071 730 5111 Ref: R5461

**FINANCIAL ACCOUNTANT** KINGSTON £25,000  
Our Client, a major Media company, urgently require an experienced Accountant (2 years PQE min.) to manage the Finance dept & prepare Management and Statutory Accounts. The ability to work to tight deadlines and first class communication skills will secure this position.  
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If you wish to consult recruitment specialists who are themselves experienced Accountants then talk to Choice.

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## Finance Director

**SHEFFIELD** **c £50,000**

The Sheffield College is the largest Further Education College in the UK. The College employs around 2,700 staff and during 1993-1994 provided education and training opportunities to more than 43,900 students - 12,000 Full Time Equivalent. With a budget of \$40 million, the College is now preparing for future expansion after having had a successful transition to incorporation.

A qualified accountant, you will possess broad based financial skills including experience of developing effective computerised management information systems and strong financial controls in a progressive organisation in either the private or public sector. Although experience of educational establishments is not essential, you must be able to relate to the academic world and be committed to the developments that are taking place in it. A first class communicator, with a practical hands on approach, you should possess strong staff management and team building skills and have the ability to manage change.

Reporting to the Principal and Chief Executive you will assume responsibility for all financial operations of the College and will be a key member of the executive team where you will play a major role in formulating overall corporate strategy for the College. Priorities will be to ensure tight budgetary and cash control together with the further development of financial planning and management information systems to support the organisation in this changing environment.

Please send full personal and career details including current remuneration level and daytime telephone number, in strict confidence to Angela McDermott, Coopers & Lybrand Executive Resourcing Ltd, Albion Court, 5 Albion Place, Leeds LS1 6JP, quoting reference 298AM.

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## Group Finance Director

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**THE ROLE**

- Responsible to the Board for providing leadership to the Group finance and acquisition function and actively support decentralised divisional finance teams to improve profitability and enhance shareholder value.
- Work closely with divisional Boards to implement an effective performance appraisal process, incorporating benchmarking, to identify both control issues and commercial opportunities.
- Support the Board in maintaining and enhancing the Group's profile in the City. Assume Company Secretarial responsibilities and manage and review financial intermediary relationships.

**THE QUALIFICATIONS**

- Articulate and ambitious graduate accountant, likely to be aged over 30, with excellent financial management and control skills gained in a diversified, service business. Media experience advantageous.
- First-class communicator with well-developed powers of persuasion and sensitivity willing to challenge orthodoxy and committed to maintaining best practice across the function.
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Harrison Willis has great pleasure in inviting all finalist and qualified ACAs with up to 2 years' post qualification experience to attend an informal careers evening. This will be held at the Institute of Directors commencing at 6.15pm on Thursday 9th February. Drinks & buffet will be provided.

Representatives from eight leading investment banks will be available to advise on careers within banking and to discuss specific current opportunities within their organisations.

To reserve a place and to receive an invitation and information pack, please contact **Jonathan Astbury, Adrian Thompson or Aidan Smyth** on 0171 629 4463. Evenings & weekends ring 0171 702 9672 or 0181 968 6706.

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## Chief Financial Officer

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Millicom International Cellular S.A. (MIC) is a leading operator of cellular telephone services worldwide. Through joint ventures MIC currently holds 24 licences to operate cellular networks in 18 countries with a combined population of 328 million people. The majority of MIC's operations are in emerging markets. MIC Tanzania has been operational since September 1994 and is expected to sustain its rapid development.

**The Position**

- As the company's number 2 executive, assist the General Manager in day-to-day management
- Manage both long and short term treasury activities
- Supervise all accounting, financial control and financial reporting to headquarters

- Responsible for billing and collecting
- Deal with external professional services and governmental entities

**Qualifications**

- Experience in a similar role in a fast-moving commercial environment
- Proven track record in leading teams
- Age 28 - 35. Professionally qualified Accountant. Experience in Africa is a plus
- Good leadership and communication skills. Dynamic, hands-on and entrepreneurial personality

If you wish to apply for this position, please send your CV in strict confidence to:  
Mrs Vivien Van Bled, Millicom International Cellular S.A., 75 Route de Longwy, L-8080 Bertrange, Luxembourg. Fax: +352 45 73 52

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## Finance Director

**South East** **c £60,000 + Bonus + Car**

Our client is a consumer orientated, marketing driven, £150 million turnover subsidiary of a well-known UK plc. Operating in highly competitive European markets, they are currently assembling a new management team to implement a major process change programme.

The Finance Director will be a key figure in the company's success, providing strategic financial and general management input to the commercial decision making process. The position will be responsible to the Managing Director for the financial management and information technology requirements of the organisation. Immediate priorities will include the implementation and enhancement of fully integrated pan-European control and reporting systems for this fast moving business.

Candidates, aged 32-42, will be graduate qualified accountants experienced at a senior level in international, multi-site, fast moving consumer goods industries. Strong personal presence, excellent communication and analytical skills and a tough, hands-on management style are prerequisite. It will be essential to demonstrate the ability to initiate and manage change and to function effectively in a very dynamic and challenging environment.

Applicants should forward a comprehensive curriculum vitae, quoting ref 219629 to Mark Hurley ACMA, Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

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## Group Finance Director

**Kendal, Cumbria** **c £50,000 + Bonus + Car + Bens**

James Cropper PLC are a long established and highly successful independent company with a turnover of c £50m. They are engaged in the manufacture of paper and paper related products for the UK and overseas markets. Their success can be attributed to a commitment to TQM and the achievement of excellence in all areas along with positive and forward thinking management.

They seek to appoint a Finance Director with strong technical and managerial skills combined with the stature and credibility to become an integral part of the management team. You will assume full functional responsibility for the operation and development of the financial management and administration and human resource functions in support of the development of the group. It is anticipated that a key role will be played in the formulation of business strategy and in the management and enhancement of relationships with investors, bankers and the financial sector generally.

Candidates will be qualified accountants who can demonstrate at least 5 years achievement at a senior level within a manufacturing environment. In addition you will need to display strong organisational and leadership abilities coupled with high degrees of maturity and presence and the intellectual ability to grasp and analyse technical issues and contribute to business decision making.

Interested applicants should apply in writing, quoting reference 209663, enclosing a full curriculum vitae to Stephen Banks at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.

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## Finance Director (Designate)

**S.E. London** **to £80,000 + package**

Our client is the UK subsidiary of a substantial North American Mutual Insurance Company. Following a strategic review of its UK marketplace, it is currently in the process of totally overhauling its structure, product range, and distribution.

Reporting to the recently appointed, young UK Chief Executive, who is responsible for regenerating the Company with the full support of the Parent Board, you will be responsible for all aspects of the Company's financial and actuarial management. This will be against a background of substantial product and systems re-engineering, and the need for much more comprehensive management information.

You will be a qualified accountant, probably aged 38-50, with the weight of experience and sector familiarity to jump straight into a very demanding role in a swiftly changing environment, where new ideas and methods will be the key atmospheric.

The remuneration package is fully comprehensive and will include a personal incentive bonus, car, removal expenses (if appropriate), etc.

Please reply in confidence quoting reference 2451 to Management Appointments Limited, Finland House, 56 Baymarket, London SW1Y 4RN. Tel: 0171 930 6314. Fax: 0171 930 9539.

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## FINANCIAL ANALYST

**High Profile Commercial Finance Role**

Our client, an innovative name in the licensed sector, has undergone rapid expansion since its inception in the late 1980's.

Currently at an exciting time in its development, the organisation is seeking to recruit a commercially aware accountant. The scope of the role is varied and will include:

- Analysis and presentation of monthly results and cashflows.
- All aspects of budgeting and forecasting.
- Evaluation of commercial factors driving the business.
- Support for operations managers, to include ad-hoc projects.
- Capital investment appraisal.

In order to meet the demands of this role, candidates must be fully qualified accountants able to demonstrate a strong commercial track record. A background in the leisure and/or service industry would be a distinct advantage. It is anticipated that suitable candidates will have not less than four years post qualified experience.

In addition, candidates should possess strong communication and interpersonal skills with the self confidence to challenge issues when necessary. This role will involve extensive liaison with senior management throughout the organisation.

Excellent career opportunities await those individuals eager and able to make a significant contribution to the company's success.

Interested individuals should telephone Julie Thompson on 071 405 4161 (Fax: 430 1140). Alternatively write to her at FMS, Recruitment Consultants, 5 Bream's Buildings, Chancery Lane, London EC4A 3DY, enclosing a recent Curriculum Vitae and details of salary/package.

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## MANAGEMENT

POEMS  
on the  
Management  
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By Bertie Ramsbottom

Of all the businesses, by far,  
Consultancy's the most bizarre!  
For, to the penetrating eye,  
There's no apparent reason why  
This group of personable men -  
With no more assets than a pen -  
Can sell to clients more than twice  
The same ridiculous advice:  
Or find, in such a rich profusion,  
Problems to fit their own solution!

The strategy that they pursue -  
To give advice instead of do -  
Keeps their fingers on the pulses  
Without recourse to stomach ulcers;  
And brings them monetary gain,  
Without a modicum of pain.

The wretched object of their quest,  
Reduced to cardiac arrest,  
Is left alone to implement  
The advice report they've sent.  
Meanwhile the analysts have gone  
Back to client number one,  
Who desperately needs more aid  
To tidy up the mess they made.  
And on and on - ad infinitum -  
The masochistic clients invite 'em,  
Until the Merciful Reliever  
Invokes the Corporate Receiver.

No one really seems to know  
The rate at which consultants grow.  
By some amoeba-like division?  
Or ohmo-biologic fission?  
They clone themselves without an end  
Along their exponential trend.

The paradox is each adviser,  
Should he make some client wiser,  
Might inadvertently destroy  
The basis of his future joy;  
So, does anybody know  
Where latter day consultants go?

From The Poetry of Business Life, edited  
by Ralph Winkle, former multinational  
executive and a founder of  
Comptel College Oxford (and author  
of Bertie Ramsbottom verse satires).  
Price £12.50. Co-published by Probus  
Europe/Berrett-Koehler.

The mood of the US workplace is restless and frustrated. In the more flexible US labour market everybody - from senior management to unskilled blue-collar workers - feels under threat, despite the economic recovery. President Bill Clinton's labour secretary Robert Reich talks about the rise of "the anxious class, most of whom hold jobs but who are justifiably uneasy about their own standing and fearful for their children's future".

Up to now the extent of workplace discontent in the US has been largely anecdotal. But a survey of worker representation and participation in the US, carried out for Clinton's special commission into labour-employer relations by two academics - Richard Freeman and Joel Rogers - provides substantial proof that workplace dissatisfaction is not confined to an insignificant number of workers.

The report, which also identifies a demand among workers for a more constructive and participative relationship with management, is the most comprehensive carried out of the American workplace based on a national telephone sample of 2,408 workers in private companies employing 25 or more workers.

Lack of trust was one of the most powerful themes. As many as 62 per cent of workers interviewed said they did not feel they could trust their management to keep its promises. The most distrustful were black workers, blue-collar workers and those employed in manufacturing, transport and communications.

Corporate restructuring appears to be damaging relations between management and their more senior employees. The most positive ratings came from inexperienced workers with less than a year's service. The survey found worker satisfaction ratings declined with length of service: workers aged 35 to 54 had the most negative attitudes towards management.

Nor is there much enthusiasm about work. A quarter of those questioned said they wished they did not have to go to work (30 per cent of blue-collar and 32 per cent of those in manufacturing) while a further 9 per cent had mixed feelings.

A mere 18 per cent of workers said

US employees are increasingly uneasy about their future, finds Robert Taylor

Anxious  
times

employee-management relations in their company were excellent, 33 per cent said they were only fair or poor.

Despite such results, 54 per cent of workers questioned said they were committed to their current employer and three fifths of them regarded their present job as either long-term or a stepping stone to something better with the same company. Only 38 per cent were confident enough to believe they could quickly find new employment with similar pay and benefits if they lost their current job.

The survey also found over half the workers interviewed had no group representation or collective voice in the workplace. Only 11 per cent of private-sector workers are in trade unions. But 68 per cent of workers said they would like to have more influence in the making of workplace decisions with as many as 72 per cent of manufacturing workers wanting more influence.

In particular the majority favoured a greater say in the level of their benefits, their pay and job training. Employee involvement programmes had been experienced by 81 per cent of workers but these have enjoyed limited success. The findings do not mean American workers are in a militant mood of confrontation with management. On the contrary, the survey discovered most workers reject conflict in favour of consensus and want to work with management.

There is apparently no large upsurge of shopfloor enthusiasm to channel discontent through belonging to a trade union. Support for a union exceeded anti-union sentiment only among blue-collar workers (48 per cent of them said yes to a union and 38 per cent no) and in transport and communications (49 per cent said yes to a union and 38 per cent no).

In manufacturing industry 47 per cent said they would not vote to join a union. Even if often virulent management opposition to unionisation was minimised, majority backing for unions was only found among the blue-collar workers.

Only a third of all workers below management level not now represented by a union said they would vote for one if given the opportunity, although the survey conceded that "if management opposition were not a factor, unions might be competitive in all major sectors except the financial industry". This did not mean most workers accepted unilateral management. They said they wanted laws to protect them being dismissed at will by their employers, replaced by part-time workers or having their jobs eliminated through layoffs or plant closings.

The survey found most American workers favour a "new type of employee organisation to give them more say in workplace decisions". This would not be an autonomous trade union but a joint employee-management committee. As the survey explains: "Workers want some degree of

Overall, how would you rate the relations between employees and management at your company/organisation?

By occupation	EXCELLENT	GOOD	ONLY FAIR/POOR
Professional/Managerial	30%	50%	20%
Craft/Service	22%	54%	24%
Blue collar	15%	40%	39%

By sector	EXCELLENT	GOOD	ONLY FAIR/POOR
Manufacturing	14%	45%	40%
Transportation/Communications	15%	45%	39%
Wholesale/Retail	24%	53%	23%
Finance/Insurance/Real Estate	15%	53%	32%
Health Services	15%	52%	32%
Other services	18%	51%	31%

Source: Princeton Survey Research Associates

Independence from management but clearly do not want an adversarial relationship". They favour electing their own representatives with access to independent arbitration to help resolve conflicts with management. But they also want the proposed organisation to be funded and staffed by the company with management having a joint responsibility in running it.

"Workers' preferences for an ideal employee organisation are strongly influenced by their beliefs that management co-operation is essential for any group to

be successful in achieving more say for workers in company decisions", it argues. The main findings of the labour-management commission have already been rejected by the Republican-dominated House of Representatives, employer and trade union organisations. But the survey does provide some guidance of what could be done to lessen workplace discontents without jeopardising corporate change.

\*Princeton Survey Research Associates, 911 Commons Way, Princeton, New Jersey.

Very few managers admit to a lack of originality. Colin Sharman, senior partner at the firm of accountants which from today becomes known by initials KPMG, is almost cheerful about it: "I will never claim that there is a huge amount of originality in what I am doing."

What Sharman is doing is changing the organisation he leads. Today it drops Post Marwick from its name and adds a new management strategy which it hopes will distinguish it from its big six competitors.

At the heart of the idea is the concept of the "lead partner" - again nothing new. But what may turn out to be different is Sharman's ability to put a rather tired concept into action.

He has already proved that he is prepared to take risks. KPMG is likely, later this year, to become the first big UK firm to incorporate its core audit business. Having broken free from the pack on

More for your audit money  
Jim Kelly on KPMG's attempt to instil a 'hands on' approach

incorporation, Sharman hopes to invigorate the firm with another initiative. In short, lead partners manage the relationship between clients and the firm. They spend time with the client - lots of time. They get to understand the business and make a commercial contribution. They add to the bottom line. They have broad skills.

Sharman wants lead partners to take responsibility. He wants wider decision making - and not all by partners. He wants partners to be less averse to risk, less desperate to cling to the rules, more inclined to tell clients about dangers. More than 90 per cent of KPMG clients

say they would have the audit service even if it was not statutory. But they also tell the firm: "You spend a heck of a long time on our audits - we must be able to get more out of it than just a straight audit report." Sharman says: "Our aim should be to tell clients something they don't know about their business."

Sharman believes that the profession reacted wrongly to the litigation crisis which followed the corporate collapses of the late 1980s and early 1990s. Layers of quality control and rulebooks replaced initiative and responsibility. "This way is much more 'hands on' for the partners - they don't sit in their

offices anymore and stuff is brought to them. They are out in the field more."

And how did the partners react? Sharman grins: "With unqualified acclaim." He admits that a minority thought: "This bloke's changing the rules again - this is not the profession I joined. Why can't the client come to the office to see me? Why should I have to go out and spend time with people I don't like?"

The majority were either lead partners by intuition already or wanted to learn the skills to become one. But the "Sharman circle of virtuous change" is not based on a belief that all managers have to do is invent the word "empowerment"

to change their organisation's culture. He has changed the way people's performance is measured and introduced rewards for those who measure up to the lead partner "competencies" - like commerciality, leadership, reliance and innovation.

"If you were there long enough in the 80s - it was almost promotion by rote - you really had to be very bad not to make it." Now KPMG has just four grades: partner, manager, field staff and trainee. Assessment is sophisticated and independent. Recommendation will reflect the ability to match up to the lead partner virtues.

Sharman has more time than most senior partners to think about change. He claims to spend less than an hour a week encumbered by litigation, a curse which has significantly affected some of his competitors. The coming years will indicate whether he has spent his time wisely.

## CONTRACTS &amp; TENDERS

## BUSINESSES FOR SALE

Government of the Republic of Albania  
Tax Administration Modernisation Project  
INDIVIDUAL PROCUREMENT NOTICE  
INVITATION FOR BIDS TAX/MOF/CH/I  
Credit No: 2646 ALB  
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With reference to the General Procurement Notice published on 30 November 1994.

- The Government of the Republic of Albania has received a credit from the World Bank in various currencies under the Tax Administration Modernisation Project and it is intended that part of the proceeds of this loan will be applied to the payments under the contract for 4 WD VEHICLES for the Ministry of Finance, Tirana. Bidding will be conducted through International Competitive Bidding procedures under the Guidelines for Procurement of the World Bank and is open to all bidders from eligible source countries as defined in the said Guidelines.
- The Project Implementation Unit, Ministry of Finance now invites sealed bids from eligible bidders for supplying:  
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Ministry of Finance  
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Tirana,  
Albania.  
Tel: 355 42 27308 FAX: 355 42 27941
- A complete set of bid documents in English may be purchased by any eligible bidder on the submission of a written application to the above and upon payment of a non refundable fee of US\$ 200. The documents will be sent by DHL courier or handed to a representative of the eligible bidder. Payments are to be made to AG-4561/10701, National Commercial Bank, Sheshi Skenderbeg, Tirana, Albania.

TENDER DOCUMENTS WILL BE AVAILABLE FROM THE PIU OFFICE IN TIRANA FROM 3 February 1995.

- All bids must be accompanied by a Bid Security, details of which are to be found in the Bidding Documents.
- Bids will be opened in the presence of those bidders representatives who choose to attend at 1200 Noon 21 March 1995 at the office indicated in para 3.

## APPOINTMENTS

## RESEARCH ANALYST

This leading international investment company requires a Research Analyst to specialise in Middle Eastern and Eastern European equities. Applicants, aged 25-30 and educated to Masters degree level with specialisation in relevant disciplines, should have minimum 2 years' work experience in research covering Western European and Middle Eastern emerging markets. The successful applicant will have gained a substantial amount of experience working for a financial institution in Eastern Europe or the Middle East and developed a historical, political and economic knowledge of these regions. Position requires fluency in Turkish and a European language in addition to English, computer programming and spreadsheet proficiency. Salary circa US\$60,000.

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Joint Administrative Receivers appointed 15 December 1994  
NOTICE IS HEREBY GIVEN, pursuant to section 48(3) of the Insolvency Act 1986, that a meeting of the creditors of the above named company will be held at Capenhurst, Cheshire, on 15 February 1995, at 10.00 am, for the purpose of receiving a report prepared by the Joint Administrative Receivers and if thought fit to establish a committee of creditors ("the creditors' committee") to exercise the functions conferred on it by section 48(1) of the Insolvency Act 1986. The meeting will be held at the offices of the Joint Administrative Receivers at the above address no later than 12 noon on 15 February 1995.  
Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting.  
SIGNED: N J Wright  
for the Joint Administrative Receivers  
DATE: 30 January 1995

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# Combat fatigue

Joan Acocella reviews Twyla Tharp in New York

Twyla Tharp's recent programme, *Red, White & Blues*, at New York's Brooklyn Academy of Music looked like the end of a long war. In the 1970s, Tharp became famous for jazz-rock dances such as *Baker's Dozen* and *Sue's Leg* in which the dancers seemed to do their own thing and yet to form a unity, a lovely, loose democracy.

Then, in the 1980s, as Tharp took her plunge into classical ballet, the synthesis fell apart, and her stage was filled with combat: men versus women, order versus disorder, jazz dance versus ballet, Twyla Tharp versus everybody else, or herself, or in any case something big. This war inspired good dances as well as bad, but eventually it became tiresome, and it lent a note of aggression, even nastiness, to her work. Now it seems to be over.

Indeed, the subject of Tharp's BAM programme was concord. Between dances, she gave little lecture-demonstrations, showing us how dances are made, and all her emphasis was on unity: how different phrases are created out of agreed upon steps, how different dances are variations on established phrases.

These little talks were probably helpful to the audience. (There are still people who think stage dancing is improvised.) More than that, they knit the show together. When, ten minutes after Tharp had explained to us a certain principle, we witnessed that principle in operation in the dancing, rules and freedom, thought and art, seemed to wave at one another, and the whole show gelled into a single action.

This interplay of freedom and control is of course not just an artistic issue. In most democracies it is a political issue as well, and in the US a very sensitive one. We fought a civil war over that matter, and today, with multiculturalism, we are fighting over it again.

Such facts are on Tharp's mind. As noted, her programme was entitled *Red, White & Blues*, and she created it last summer in Washington, D.C., surrounded by civil war battlefields. (She visited them.) The last dance on the programme was set to a song that, more than any other, recalls that war: "The Battle Hymn of the Republic," its lyric was written by the poet Julia Ward Howe as she watched Union soldiers march off to battle in 1861.

Tharp introduced this piece by saying that it is dedicated to the American principle of *E pluribus unum*, the capacity, as she put it, "for honoring the individual within the overriding arc." The dance, and the evening, ended with all the dancers, in a line, doing slightly different bows which nevertheless looked just fine together. So in Tharp's mind, in her concert, and (she hopes) in our society, the civil war is over.

But the proof of concord was the dances that came before. They were set to a tellingly pluralistic collection of music: Duke Ellington, The Five Satins, Burundi drummers, Gluck, Bartók - in other words, American music and its tributaries. Some of the dances were ambitious, some slight. But all of them showed a relaxed marriage of what were once the two main combatants on Tharp's stage, jazz dance and ballet.

In the piece to Gluck's *Don Juan*, which had four Don Juans trying to seduce two women, the men were given virtuosic solos full of cheerful vulgarities in the jazz vein. These Don Juans leered, they swaggered,

they did everything but wag their tongues. But all this was woven into roccoco-style ballet steps, full of delicate footwork. The low comedy was thus framed in beauty, which gave it an edge of pathos. What a piece of work is man, that he could do those snake hips and also that *entrechat six*.

In the Bartók piece (all the dances are untitled), Tharp reverted to juxtaposing ballet and jazz. To excerpts from *Forty-Four Duets for Two Violins*, she pitted a lone ballet dancer in point shoes against a rowdy group of jazz dancers, just as she did 20 years ago in her first ballet, *Dance Cage*. But in *Dance Cage* that was the story: ballet versus jazz. Here the story is different, and never wholly clear. The ballet dancer, Stacy Caddell, circles the other dancers and scowls at them while they fool around, smoke, quarrel, and occasionally organise themselves into disorderly folk dances. Perhaps this is a tale about a choreographer and her dancers. In any case, it has a dark, almost bitter quality, and the finicky, difficult ballet steps that Caddell performs seem an image of beauty and of irritation at the same time.

Tharp no longer has a permanent troupe. The seven dancers in this programme were a pick-up company, all of them refugees from major ballet troupes. They danced wonderfully, as usual in Tharp's recent shows, the men danced more wonderfully. One man, Shawn Mahoney, looked like a new avatar of the young Twyla Tharp - the same musical genius, the same rubbery cool. (If he has a few brothers, we could re-stage *West Side Story*.) Meanwhile, Tharp, now 53, performed alongside the company, with obvious difficulty. But the show was as casual-looking (no sets or costumes) as it was artistic, and so, in the end, everything in it seemed to belong.

There is now a relaxed marriage of what were once the main combatants on Tharp's stage, jazz dance and ballet



John Selya and Stacy Caddell dance to Bartók as part of 'Red White & Blues'

## Obituary Donald Pleasence

The death of Donald Pleasence at 75 robs international cinema of one of its distinctive actors. But long before a mass audience came to know that quietly sinister or grotesquely comic - or, more rarely, authoritatively erudite - personality, he had taken his place in theatre history as the tramp in Harold Pinter's *The Caretaker*.

Pleasence played Davies in London in 1960, repeating his success in New York and on screen. It remains a superb assumption: the derelict you can almost smell, taken in to look after a crumbling house by two mysterious brothers, one of whom may be mentally ill. The play is quintessential Pinter in its undefined menace, and the title-role was quintessential Pleasence.

Pleasence was one of nature's character actors: small, ferrety, quietly-spoken, he excelled as both predator and victim - sometimes combined in one character, as in his Dr Crippen. I first saw him on the London stage in the early 1960s in Jean Anouilh's *Poor Blues*; for me he summed up much of the magic of theatre and the craft of acting. It was a wonderful Pleasence part, the pushy little aristocrat mocked by the aristocrats, pitiable yet unlikable. I thought he could play anything, and waited for his Richard III, Lear's Fool, an ageing, disturbing Puck... None of them materialised.

Instead Pleasence, who had no training but much experience in small arts theatres and provincial rep, became one of the great all-rounders. On stage he was awarded for his performance in the Adolf Eichmann play, *The Man in the Glass Booth*, and was as admired in America as Britain. He occasionally returned to Pinter - he played the Caretaker again at the Arts Theatre in 1990.

Meanwhile he became one of those film performers whose faces everyone knows long before the mass public can put a name to them. There was a certain irony in Pleasence's appearances in such war films as *The Great Escape*, a flight lieutenant in the RAF, he had been shot down and taken prisoner in 1944. Apart from commercial blockbusters - his Blofeld joined the distinguished gallery of James Bond villains in *You Only Live Twice* - he could provide a persona so unexpected as to verge on the bizarre, as in Roman Polanski's cult *Cul-de-sac* or even a western like *The Hallelujah Trail*.

Though working in America and living mainly in France, he gave some memorable television performances, notably in the BBC's *Barchester Towers*. He was awarded an OBE in 1993. Most recently he has been seen in *Signs and Wonders*, in benign professional mode; though at the time of his death, from heart trouble, he was putting the final touches to *Halloween 5*, the latest of the schlock chillers he professionally adorned. The loss is aggravated by the knowledge that he planned to play King Lear with the three daughters - Angela, Holly and Miranda - who have followed their father into the theatre to which he brought such craftsmanship.

Martin Hoyle

## Theatre

### Mama, I Want To Sing

Most black soul divas, from Aretha Franklin to Grace Jones and incorporating Whitney Houston, first tried out their tonalities in the gospel choir of their local church. So there was some sense in Vy Higginsen devising a musical about the career of a pop star who exchanged Jesus for gold discs.

The fact that her sister, Doris Troy, best known for the 1963 hit "Just one look", took this route made Higginsen's task even easier, and to keep things cosy Doris actually stars (playing her mother) in this cult musical, which from a small theatre in Harlem has conquered the world, especially Japan.

Whether it will set London singing is more doubtful since such boring essentials as plot, sharp dialogue, imaginative direction and charisma are almost totally absent. Doris Winsen, the heroine, is a truly wonderful human being. In every other pop musical the star endures corrupt managers, broken marriages, and drug addiction for the sake of their music: the biggest escapade of Doris's life is coming home at three in the morning and worrying her mother. And we only reach this crisis on the final lap of the show.



Chaka Khan as guiding angel Sister Carrie

Of course none of this should matter: surely the gospel music will raise the spirits. Sorry. It mainly consists of the singers competing with each other in a shrieking contest, in which the strident screeches stop little short of retching. Such noisy public emoting quickly becomes very tiring.

An undoubted star, Chaka Khan, has been lured into a theatrical career as Sister Carrie, a guiding angel, and she fills the stage to some effect. She also shows a nice disregard for theatrical convention by interrupting the plot if the

mood takes her. Doris Troy, too, has presence, but Stacy Francis as young Doris is condemned to spend most of the plot as a gangling goosling so the transformation to swan is rather sudden.

When the mainly British choir loosens up, the singing will perhaps take off, but this is one feel-good musical that, for all its (perhaps too pointed) optimism, had a deadening effect on the spirits.

A.T.

At the Cambridge Theatre

## Sponsorship/Antony Thorncroft

### Ten years of motivation

The Association for Business Sponsorship of the Arts is looking for a personage grand enough to cut the cake at the celebrations for ten years of the Business Sponsorship Incentive Scheme on February 21. The obvious choice would be Lord Gower, chairman of the Arts Council, who in all his years as a government minister has been the creation of the BSIS, (along with the liberalisation of homosexuality in Northern Ireland) as his greatest achievement.

In the past decade BSIS grants have fed £38m into the arts, with the government's pump priming contribution of £27m attracting £68m from (mainly) new sponsors. Even in the current economic climate, where arts sponsorship is static, the BSIS still motivates sponsors, and in recent months ABSA, which runs the scheme, has exhausted its annual grant. It has been forced to cut the requests of some applicants by as much as 40 per cent. With an extra £750,000 from the government for 1995-96, making £5.5m in all, ABSA is relaunching the BSIS this month with a new logo. With luck, there will now be enough money to top up sponsors.

The BSIS has also been extended to cover heritage sites. From April 1, in a pilot scheme in the north of England, companies that give to improvements to stately homes, palaces, cathedrals, gardens, historic sites can also apply for a BSIS grant. Who knows, the Queen might be looking for sponsors to help rebuild Windsor Castle: the corporate hospitality spin-offs could be stupendous.

Fewer companies these days sponsor the arts to gain prestige or to demonstrate patronage: hard-headed selling opportunities are the main motivation. This is true of Mazda, the car maker, which has

reviewed its marketing and plumped for sponsorship. Millions are going into British athletics but for the first time gets a substantial investment, with £250,000 backing for the 1995 State's Home Music Festival.

Mazda will use the 16 concerts, in settings such as Blenheim and Beaulieu, to entertain customers and prospective customers. Before the concerts there will be many a test drive around the neighbourhood.

Wisely, Julian Lloyd Webber, the new artistic consultant to the festival, is using the additional money to raise its cultural profile. He plans to introduce contemporary music, and young artists, to programmes which for 15 years have been built around the likes of Julian Bream and James Galway.

Lloyd Webber has already approached the Arts Council about a grant but the first public funding could come in the form of a BSIS award if the festival, a commercial operation, introduces non-profit making master classes for young musicians in the houses.

The Royal Bank of Scotland is raising its 1995 arts sponsorship budget by around £50,000, (from April) £200,000, and using the extra resources to head south. It is reaching its customers in England by backing Glyndebourne Opera's autumn tour, and supporting a new production of *Private Lives* at the Royal Exchange, Manchester. The idea is to sponsor one tour and one production a year outside Scotland.

There is no cutback in its Scottish links. The traditional support for the Edinburgh Festival will be concentrated behind the visit of the Kirov Opera. Its most interesting initiative is to back the first tour of Scotland by the European Theatre Com-

pany which will present *Cyrano de Bergerac*, in French, with source material for students.

One art form which has largely missed out on sponsorship is rock music - some top bands have been loathe to take the sponsor's shilling while some sponsors have been equally reluctant to get into bed with unpredictable bands.

But Carlsberg has bitten the bullet. Last year it invested around £250,000 in sponsoring the main events of the rock year, notably the Reading Festival and the Monsters of Rock concert at Donington and last month it backed the BRATS, the indie alternative to the BRITS.

Carlsberg discovered that rock is "not a structured" industry and that its target audience of under 25-year-olds reacted against over-branding by sponsors. By acting as a facilitator, and subsidising tours and concerts by promising bands, Carlsberg reckons it has won the confidence of its market, and that the investment has paid off. What had been seen as a rather staid brand has gained a more cutting edge image.

In addition there is a sales pay-off: Carlsberg is building on, and defending, a high penetration at rock venues, and an awful lot of beer can be sold at a three day rock festival. This year Carlsberg will be putting nearer £300,000 into rock.

At the Festival Hall on April 7 clarinetist Emma Johnson will be premiering a work written for her by John Dankworth. It is the Woolwich Concerto, so named in recognition of the £5,000 that the Building Society paid for its composition. Also in classical music a new sponsor, Independent Insurance, becomes the main backer of the RPO by putting £100,000 behind 12 concerts in 1995.

## INTERNATIONAL ARTS GUIDE

### BERLIN

OPERA/BALLET  
Deutsche Oper Tel: (030) 341 9249  
● L'italiana in Algeri: by Rossini. Conducted by Ion Marin/Carlo Rizzi, produced by Jérôme Savary at 7 pm; Feb 4, 8  
● The Marriage of Figaro: by Mozart. Conducted by Stefan Soltesz, produced by Götz Friedrich at 7 pm; Feb 7, 9

### LONDON

CONCERTS  
Barbican Tel: (0171) 638 8891  
● Tippett: Visions of Paradise: opening concert of the 'Visions of Paradise' festival that celebrates the 90th birthday of one of the most eminent living British composers. Sir Colin Davis conducts the London Symphony Orchestra to play Mozart and Tippett's own, 'A Child of Our Time' at 7.30 pm; Feb 5  
● Philharmonia Orchestra: with violinist Kyung-Wha Chung and conductor Kurt Sanderling plays Beethoven and Bruckner

at 7.30 pm; Feb 4, 8  
OPERA/BALLET  
English National Opera Tel: (0171) 632 8300  
● King Priam: a new production of Tippett's opera that opens the London festival - Tippett: Visions of Paradise, to celebrate the composer's 90th birthday at 7.30 pm; Feb 3, 9  
● Rigoletto: Jonathan Miller's updated version of Verdi's opera where the duke is a mafia boss at 6.30 pm; Feb 4  
Royal Opera House Tel: (0171) 340 4000  
● Così Fan Tutti: by Mozart. A new production directed by Jonathan Miller. Conductor Evelino Pidò. In Italian with English surtitles at 7 pm; Feb 3, 6, 8  
● Der Rosenkavalier: by Strauss. Conducted by Andrew Davis, produced by John Schlesinger. Soloists include Felicity Lott/Anna Tomowa-Sintow as Prinzess von Wendenberg at 6.30 pm; Feb 4 (5.30 pm); 7  
● Giselle: music by Adolphe Adam. A Royal Ballet production choreographed by Marius Petipa after Jean Coralli and Jules Perrot and produced by Peter Wright at 7.30 pm; Feb 9

THEATRE  
Barbican Tel: (0171) 638 8891  
● New England: Richard Nelson's new play at 7.15 pm; Feb 3, 4  
● National, Cottesloe Tel: (0171) 928 2252  
● Dealer's Choice: written and directed by Patrick Marber, six men stay up late to play poker, and win at all costs at 7.30 pm; Feb 9 (7 pm)  
National, Lyttelton Tel: (0171) 928 2252

● The Children's Hour: by Lillian Hellman, directed by Howard Davies at 7.30 pm; Feb 3, 4 (2.15 pm), 9  
National, Olivier Tel: (0171) 928 2252  
● The Merry Wives of Windsor: by Shakespeare. Terry Hands directs his first production at the National. With Denis Quilley as Falstaff, Brenda Bruce as Mistress Quickly and Geraldine Fitzgerald as Mistress Ford at 7.15 pm; Feb 6, 7, 8, 9 (2 pm)

### MUNICH

GALLERIES  
Haus der Kunst  
● Deutsche Romantik: previously on show in London, this exhibition has created much discussion in Germany. It examines the work of early German Romantic painters and their cultural and political impact on successive generations of German artists; from Feb 4 to May 1

### NEW YORK

GALLERIES  
Guggenheim Soho Tel: (212) 423 3652  
● Antoni Tapies: 55 of the leading Spanish artist's most important works dating from 1946 to 1991; to Apr 23

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Metropolitan Tel: (212) 362 6000  
● Cavalleria Rusticana / Pagliaccio: by Mascagni/Leoncavallo. Production by Franco Zeffirelli, conductor Christian Badaea at 8 pm; Feb 4, 7  
● Il Barbiere di Siviglia: by Rossini. Produced by John Cox, conducted by David Atherton at 8 pm; Feb 6, 9

● L'Elisir d'Amore: by Donizetti. Produced by John Copely, conducted by Edoardo Möller at 8 pm; Feb 3  
● Turandot: by Puccini. Produced by Franco Zeffirelli, conducted by Nello Sanzi at 8 pm; Feb 4, 8

### PARIS

CONCERTS  
Champs Elysées Tel: (1) 47 23 37 21/47 20 08 24  
● Jorge Chamiré: baritone with pianist María Françoise Buquet plays Tchaikovsky, Borodin and Glinka at 8.30 pm; Feb 7  
● Maxim Vengerov and Itmar Golan: an evening of violin and piano recitals by Mozart, Beethoven, Prokofiev and Shostakovich with violinist Vengerov and pianist Golan at 8.30 pm; Feb 8

OPERA/BALLET  
Opéra Comique Tel: (1) 42 96 12 20  
● Lakmé: by Delibes. Conducted by Frédéric Chaslin and produced by Gilbert Blin at 7.30 pm; Feb 18  
Opéra National de Paris, Bastille Tel: (1) 47 42 57 50  
● La Damnation de Faust: by Berlioz. Conducted by Myung-Whun Chung and produced by Luca Ronconi. Soloists include Edwige Urie-Morizon as Marguerite, and Thomas Moser/Gary Lake as Faust

at 7.30 pm; Feb 9  
● Lucia di Lammermoor: by Donizetti. A new production by Andrea Serban with Maurizio Benini and Roberto Abbado (from April) conducting the Orchestra and Chorus of the Paris National Opera at 7.30 pm; Feb 4, 8

### ROME

CONCERTS  
Teatro Olimpico Tel: (06) 3234890  
● Festival Orchestra of Brescia and Bergamo: with pianists Gerhard Oppitz, Bruno Camino and Antonio Ballista. Agostino Orizio conducts Balch at 9 pm; Feb 9

### WASHINGTON

CONCERTS  
Kennedy Center Tel: (202) 467 4600  
● National Symphony Orchestra: with violinist Cho-Liang Lin. Paavo Berglund conducts Kokkonen, Tchaikovsky and Brahms at 8.30 pm; Feb 9  
● Washington Chamber Symphony: Stephen Simon conducts Tower, Mozart and Mendelssohn at 7.30 pm; Feb 3, 4  
OPERA/BALLET  
Washington Opera Tel: (202) 418 7800  
● Semela: by Handel. Conductor Martin Pearman. Roman Terelkevich

directs a Zack Brown production at 8 pm; Feb 6 (7 pm), 9  
● The Bartered Bride: by Smetana. Conducted by Heinz Frick. In English at 8 pm; Feb 3, 5 (2 pm), 8  
THEATRE  
Arena Stage, Fichandler Theater Tel: (202) 488 3300  
● Long Day's Journey into Night: Eugene O'Neill's classic American drama, directed by Douglas Wager at 7 pm; to Feb 5 (Not Mon)  
Kennedy Center Tel: (202) 467 4600  
● How to Succeed in Business Without Really Trying: directed by Des McAnuff and starring Matthew Broderick as J. Pierrepont Finch, the little window-washer with big corporate dreams at 8 pm; to Feb 26 (Not Mon)  
Studio Theater Tel: (202) 332 3300  
● Conversations with My Father: Herb Gardner's autobiographical work, directed by John Going. Sun 2pm and 7pm otherwise at 8 pm; to Feb 5 (Not Mon)

### ZURICH

GALLERIES  
Kunsthaus Zürich  
● Degas: The Portraits: a major exhibition of the portraits of Edgar Degas; to Mar 5  
OPERA/BALLET  
Opernhaus Tel: (01) 262 09 09  
● Der Freischütz: by Weber. Conducted by Nikolaus Harnoncourt and produced by Ruth Berghaus. Soloists include Inga Nielsen and Malin Hartzelius at 7.30 pm; Feb 3, 9  
● The Masked Ball: by Verdi. Conducted by Franz Welser-Möst and produced by Michael Hampe at 7.30 pm; Feb 5 (4 pm)

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A day after the US Federal Reserve raised interest rates to rein in the country's robust growth, 7,000 Boeing workers heard they were to lose their jobs.

The Boeing job losses, announced yesterday, are a bitter blow to a workforce which has already been cut by 26,000 from a total of 143,500 at the end of 1992.

Apart from a natural anxiety about the future, the Boeing employees who are to be made redundant could be forgiven for being puzzled. Not only is the US economy growing strongly, life appears to be improving for the airline industry after a series of disastrous years.

Boeing's own forecasts show airline travel growing by an average of 5.9 per cent a year worldwide for the rest of the decade. Several large US carriers have reported a return to profits. UAL, whose main subsidiary is United Airlines, reported net profits of \$51m for last year, after a loss of \$50m in 1993. AMR, the parent company of American Airlines, turned a net loss of \$110m in 1993 into a net profit of \$228m last year.

It is true that the news from other companies has been less cheerful. USAir, the carrier in which British Airways holds a 22 per cent stake, saw net losses increase from \$388.1m in 1993 to \$645.9m last year. European airlines such as Air France, Iberia and Alitalia are still struggling to ensure their long-term survival.

Some of these airlines have reacted to their difficulties by seeking to delay delivery of new aircraft. Mr Christian Blanc, Air France's chairman, said last month he would cancel a range of aircraft orders and options. The planned cancellations are thought to involve 17 aircraft, 10 from Boeing and seven from Airbus Industrie, the European manufacturing consortium. USAir said it would defer delivery of eight Boeing 737 aircraft due for delivery next year.

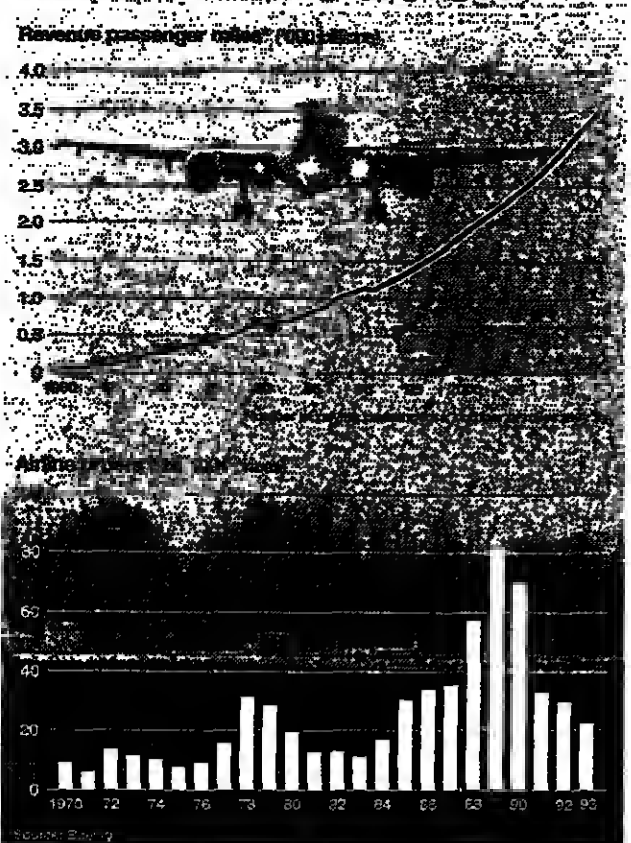
More worrying for manufacturers is that some of the more financially successful carriers say they are not planning to order more aircraft either. British Airways, one of the world's most profitable carriers, says that it intends to continue re-equipping its long-haul fleet by buying new aircraft.

And Mr Hans Mirka, American Airlines' senior international vice-president, says his company has cancelled all its aircraft options, although it will continue to take delivery

## Excessive baggage

Michael Skapinker on cutbacks in the air transport industry

World airline industry: passenger seats



of the aircraft on which it has made firm orders.

Other than the firm orders, Mr Mirka says, "we are not interested at this time in any new aircraft."

Airbus this week trumpeted the news that All Nippon Airways, the Japanese carrier, had placed firm orders for 10 Airbus A321 aircraft, with options on a further eight. It will take delivery of its first 200-seat A321 in 1998. But ANA said it was delaying the turn of the century delivery of five A340 long-range aircraft which it had planned to begin receiving next year.

Mr Mirka says there is no mystery as to why aircraft purchases are being delayed just as some airline profits are beginning to improve. Even the healthier US airlines are not as robust

financially as they seem.

He says that much of the apparent improvement in performance is the result of a drop in fuel prices. The price of fuel to American Airlines went down by four cents a gallon last year. As each one-cent reduction in price results in savings of \$30m in annual fuel expenditure, Mr Mirka says American saved \$120m.

Many of the pressures facing the US airline industry are still there, particularly competition from low-cost, no-frills carriers such as Southwest Airlines and difficulties in reaching agreement with unions.

While business travel from both the US and the UK has picked up, Mr Mirka says, airlines are still offering discounts on tickets. There are still too many carriers chasing too few passengers, he says.

There are no fewer than 45 airlines flying across the Atlantic.

Although American has made its first annual profit in five years, it still has reason to be cautious, Mr Mirka says. He adds: "The same goes for many others. Carriers have been burned and they're extremely reluctant to get burned again."

One industry insider says that the airlines' caution about investing in new aircraft shows a new maturity. In the past, he says, airlines began ordering again as soon as their results began to improve.

He adds the industry has yet to absorb the excess aircraft that accumulated after the Gulf war. "At one point there were 1,000 aircraft parked on the ground or available to lease - that was as late as 1992. Some of those have been coming out of the desert, where they were stored, or have become obsolete. We're still working our way through that."

Stricter noise requirements will require some carriers to invest in new aircraft. But generally new aircraft models offer fewer technological advantages over older ones than used to be the case.

"The improvements are less dramatic than they used to be," the industry source says. "It's like replacing your car today. The new one looks like the one that's three years older."

Mr John Leahy, commercial senior vice-president of Airbus, predicts that the position will improve. He examined aircraft utilisation in hours per day in conjunction with the average length of air journeys.

In 1990, aircraft utilisation increased as average journey lengths went up, as would be expected. In 1991, however, aircraft utilisation decreased dramatically while average trip length remained static - clearly indicating overcapacity.

In 1992, while trip length increased by almost 5 per cent, aircraft utilisation barely moved, pointing to another year of overcapacity. In 1993, on the other hand, average trip length fell while aircraft utilisation increased by 3.7 per cent, indicating that the increase in overcapacity had ended. Mr Leahy concedes that it will take some time for the industry to regain its momentum. The consortium says: "For manufacturers, there will still be two difficult years. But as the airlines start making profits, the banking community and the financiers will regain their confidence. We have the feeling that the worst is over."

## Judy Dempsey on the battle over broadcasting in Germany

# Interference on the TV

Chancellor Helmut Kohl of Germany and his political opponents are bracing for a confrontation over the future of ARD, the public service broadcasting body which controls regional television and radio stations across the country.

At stake is the political role of state-owned broadcasters, their financing, and the status of new, private sector television companies.

The issue came to a head this week when Mr Kohl said he supported proposals for the reform of ARD, also known as Channel 1. The plan is to save money by merging channels and reducing the number of ARD's regional networks of TV and radio stations from 11 to about seven.

Mr Kohl's opponents, however, say the reforms are for political rather than financial reasons. The proposals were put forward by Mr Kurt Biedenkopf, prime minister of the eastern state of Saxony and a member of the chancellor's governing Christian Democrats, and Mr Edmund Stoiber, prime minister of Bavaria and a member of the Christian Social Union, the CDU's conservative sister party.

"This is not on," said Mr Michael Glosner, spokesman for Radio Bremen, which could be merged with a neighbouring regional station. "These conservative politicians are using the financial argument as a specious excuse to extend CDU control over ARD. The whole issue is about political control and influence over ARD."

Mr Glosner is not alone in his views. Mr Friedrich Nowotny, director of the

Cologne-based Westdeutscher Rundfunk (WDR), the biggest of the regional networks, says the chancellor is determined to break up ARD to weaken the influence of WDR - which is sympathetic to the opposition Social Democrats (SPD).

"I will tell you what this debate is about. The Nazis had a word for it. It is called Gleichschaltung, making all opinions the same," Mr Nowotny said in a recent interview. "We will not allow this to take place."

Mr Kohl and other CDU leaders loathe WDR, which makes a quarter of ARD's programmes and a third of its political documentaries. "Kohl in particular does not like Monitor [WDR's monthly political documentary], because it does not toe the CDU line on domestic and foreign policy," a CDU official said.

Yet what is curious about this debate on political influence is that the CDU, and the chancellor in particular, already enjoys considerable support from WDR, the second federal network. This was set up by Mr Konrad Adenauer, the former chancellor, who wanted a channel to reflect the government's policies. "Isn't one chancellor channel enough?" quipped one SPD politician earlier this week.

State television suffers from political interference and corruption. ARD, set up after the second world war, is controlled by a Broadcasting Council consisting of the main political parties and social groups, and is supposed to be independent. But television journalists and members of the regional television boards find it hard to win promotion if they do not



Helmut Kohl: watching the broadcasters

belong to a political party - preferably the one in power in their region. "Whether we like to admit it or not, the regional television stations are pretty corrupt. Freelancers often bribe the staff to get work," a former WDR employee said. "It is time for a shake-up."

Reform is long overdue, and not just for political reasons. WDR, for example, employs more than 4,500 people, while ARD as a whole has a bloated staff of more than 24,000. Yet the German audiences are generally fed a diet of inane chat and quiz shows.

Those campaigning for cost-cutting say there is little reason why the northern city of Bremen, for example, with a population of 680,000, should have its own regional channel which cannot be financed by the licence fee alone - Ger-

mans pay a monthly DM2.80 (\$2.90) to see ARD and ZDF. Bremen's annual running costs are DM168m, but it only receives an annual DM64m from the licence fee and DM10m a year from advertising. It has to receive additional financing of DM75m from other, richer regional channels.

The debate over costs coincides with a heated discussion on how to open the airwaves to private television.

Independent commercial television came late to Germany. The first was Sat.1, a satellite station founded in 1985 and run by the conservative Springer newspaper group and Mr Leo Kirch, a friend of Mr Kohl. Sat.1 and other stations have sapped ZDF and ARD's regional advertising revenues in a country which has the biggest European market - worth DM4.5bn - for television advertising.

Yet the media moguls cannot further expand until the Medienanstalten - the 15 Länder, or state, regulators which issue broadcasting licences - agree on a new media law. The current law limits any single private company to 49.9 per cent ownership of a television station.

As the discussion about a new media law heats up, Mr Kohl may think it is time to move against ARD, ensuring its sympathy for the CDU as an insurance policy against more critical independent channels in the future.

But German TV journalists are keen to protect press freedom and their jobs, and the states want to keep their own TV stations. The struggle over the future of German broadcasting has only just begun.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to "line"). Translation may be available for letters written in the main international languages.

## UK cannot use Rome treaty to impose ban on calf exports

From Mr William Waldegrave, MP.

Sir, Stanley Johnson's letter of January 31 suggests that a unilateral UK ban on the export of calves would be permissible under the Treaty of Rome.

He refers to Article 36 of the treaty as specifically permitting a unilateral ban on imports or exports where animal health is threatened.

I have recognised that the legal position is crucial, and careful consideration has been given to the best case that could be made in favour of measures banning the export of calves, or imposing selective restrictions intended to ensure that they are reared in other member states under conditions corresponding to those applied here.

The conclusion that emerges from the legal advice available to me is that such measures cannot be justified, for the

following reasons:

- There is already in existence a directive on welfare standards for calves and veal.
- A total ban on all calf exports could not in any event be justified under Article 36, because it would be deemed to be disproportionate.
- In addition to the grave difficulties of justifying them legally, selective restrictions would present severe practical problems of enforcement.
- In the light of these considerations, there is no point in proceeding down this road. We have to work in Brussels to get the progress we all want; Mr Johnson, a successful campaigner for higher European-wide environmental standards in the past, knows that such battles can be won.
- William Waldegrave, minister of agriculture, fisheries and food, Whitehall Place, London SW1A 2EE, UK

interference with the operation of the Common Agricultural Policy, as it affects the market for beef and veal.

interference with the operation of the Common Agricultural Policy, as it affects the market for beef and veal.

## ICI pays pensions from pension fund

From Mr Martin Adeney.

Sir, The article in the FT concerning the ICI Pension Fund ("ICI cuts supplements to pensions", February 2) gives the misleading impression that some pensions will in future be paid directly from corporate funds.

ICI wishes to make it clear that all fund pensions will continue to be met from the ICI

Pension Fund, which is independent of ICI. The confusion may have arisen from a decision made by the company and agreed with the trustees of the fund, that, as from April 1 last year, the cash required to fund pensions payable on early retirement shall be paid from the company into the fund immediately, rather than

over an extended period. This change is not expected to have any increased impact on the ICI Group cash flow or earnings over the next few years. Martin Adeney, group public relations manager, ICI, 9 Millbank, London SW1P 3JF, UK

## Sugar imports unlikely

From Mr John Walker.

Sir, There are, of course, two sugar industries in the UK, a beet industry and a cane industry, a fact that David Richardson fails to mention in his column, "Farmer's Viewpoint" (January 31). He forecasts that a decline in UK beet quotas will result in increased imports from the Continent with shortages and rationing for users.

The fact is that the combined domestic output of beet sugar from British Sugar and cane sugar from Tate & Lyle results in a surplus on the UK market of some 100,000 tonnes. In addition, the UK has traditionally imported some of its needs to satisfy consumers who prefer to have a third source of supply. The result is the UK is an

exporter of more than 200,000 tonnes per annum, hardly a situation likely to lead to "rationing for UK consumers" in the event of expected General Agreement on Tariffs and Trade driven quota cuts.

It is perfectly natural for both UK beet and cane industries to seek to limit GATT restrictions to production. In making the case for beet, David Richardson paints an alarmist and distorted picture of the likely impact on the UK sugar supply/demand balance. John Walker, managing director, European Sugar Division, Tate & Lyle, Sugar Quay, Lower Thames Street, London EC3R 6DQ

## In no way unique

From Mr J. Boubottom.

Sir, We were told in the article "Financial fat cats or tigers" (January 28/29) that "chief executives point out with some bitterness that the British public is more accepting of high rewards for pop stars and sportsmen than for businessmen".

Any chief executive who makes this point is guilty of comparing oranges with lemons. Whatever one's view of the antics of sportsmen and pop stars, these people do have a degree of uniqueness not apparent by and large, in chief executives.

Furthermore, each of the entertainers has succeeded more by his or her own individual efforts - rather than by a team's effort - again in contrast to many chief executives. There may well be as many as 5,000 (one in 10,000 of the population) in Britain alone who could do British Gas chief executive Cedric Brown's job, I would suggest. J. Boubottom, Fairmount, Queen's Drive Lane, Ilkley, West Yorkshire, UK

## Animal rights and other protests

From Mr Stanley Crossick.

Sir, Re your editorial, "The morality of animal rights" (January 30), there appears to be widespread support in the UK for European Union legislation to impose British standards of animal treatment in all 15 member states.

I wonder how many of the supporters of such EU-wide legislation have protested

in the past against unnecessary Brussels interference in matters which may be more appropriately regulated by the individual member states?

Stanley Crossick, Belmont European Policy Centre, 43 Boulevard Charlemagne, B-1040 Brussels, Belgium

From Mr Christopher Dawes.

Sir, Lex ("Cadbury/Dr Pepper", January 27) comments on Cadbury Schweppes financial engineering through an underwritten enhanced scrip dividend alternative (Uesda) and finds value for shareholders in the Advance Corporation Tax "saving". Looked at more simply, there is an overall loss of value for shareholders. Cadbury Schweppes could have increased its capital by cancelling the dividend. No dividend - capital increased by £88m. No dividend - ACT of £23m saved. Easy.

But instead it has to go through the machinations of the Uesda. Still no dividend. But now shareholders are faced with underwriting fees, advisory fees, extra tax bills and a smokescreen pretending it was a dividend, just a bit less tangible than the usual sort. A warm glow in the City and a dent in shareholders' pockets.

It all comes back to ACT. Once accountants realise ACT is a tax on shareholders' dividends, not on company profits, Uesda and similar nonsense will disappear overnight. Christopher Dawes, Sheepscombe House, Jack's Green, Sheepscombe, Stroud, Gloucestershire, UK

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BY INVITATION

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# FINANCIAL TIMES

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Friday February 3 1995

## Surprisingly reassuring

Yesterday's half-point increase in UK interest rates was both widely expected and reassuring. That in itself is a marked contrast with the recent past. Only a few years ago, interest rate rises were less cause for reassurance than sure confirmation that the economy was in trouble. The latest increase, by contrast, is further, tentative evidence that the recovery is going unusually well.

The setting for the monthly meeting between Mr Kenneth Clarke, the chancellor, and Mr Eddie George, Bank of England governor, was sufficiently benign that the two might have deferred a further increase in base rates for a month or so without causing serious concern. One reason to defer action might have been a shared conviction that growth was slowing of its own accord. Indeed, Mr George spoke earlier this week of an economy "that has been through the peak of its growth and is beginning to moderate".

The first estimate for fourth-quarter GDP growth released last week showed a 0.8 per cent increase, the same rate as the previous quarter. As the Treasury pointed out in yesterday's monthly monetary report, this means that growth in the second half of last year looks to have been significantly lower than the 1.2 per cent average growth of the first two quarters of 1994.

Other recent data are also tentative grounds for reassurance. The narrow measure of money supply, M0, grew by 6.4 per cent in the year to January, down from the previous figure of 6.8 per cent. Underlying growth in average earnings remains at a modest 3% per cent, the same rate as January 1994. The sombre picture of the housing market painted by the Nationwide Building Society's survey earlier this week removes another traditional source of an inflationary boom from the current economic mix.

The continued contrast between

this sector and others, which affect voters more directly, is bad news for the government but a welcome development for the country. But the long-term re-balancing of the economy towards manufacturing could all too easily fall victim to inflationary pressures if the authorities fail to keep activity elsewhere sufficiently in check.

The latest quarterly industrial trends survey, published last month, carried worrying signs that some of the recent growth in manufacturing input prices were now being passed further down the production chain. Perhaps just as worrying, there is as yet scant evidence that the surge in manufacturing exports and profits is triggering the long-awaited upturn in investment.

### Unexpected rise

In the short term, December's unexpected rise in retail price inflation, which (excluding mortgage interest) was 2.6 per cent in the year to December, is likely to be followed by further rises in the coming months.

Mr George has warned that a combination of recent tax increases and rising raw material costs could push inflation up sharply between now and April, to around 3.5 per cent. The hope is that inflation will then fall back to a level more consistent with the government's target. If both the chancellor and the governor are hoping to rebuff pressure to raise rates in the face of this uptick in the RPI, they will find it easier to do so after yesterday's display of prudence.

Neither Mr George nor Mr Clarke can entirely escape the past. The economy as a whole has never proved capable of growing faster than 2% per cent over an extended period without pushing up inflation, and UK chancellors have never resisted the temptation of trying to prove otherwise. Both doubts will nag at the recovery for a good while yet: not least, as the general election approaches. In time, yesterday's rise ought to help lessen some of the current upward pressure on prices. If it can also pre-empt some of the deeper doubts about the UK monetary authorities' ability to sustain the recovery, the country will have been well served by Mr Clarke's decision.

## Testing Lloyd's solvency

Lloyd's of London is not yet out of the woods. On Wednesday, the independent insurance analyst Chubb forecast that the Lloyd's insurance market would show a loss of some £250m for the year to December 1992, when the results are published in May. After taking account of additional claims trickling in from old policies, it suggests the loss for the year could reach £10m.

That figure would push Lloyd's accumulated losses since 1988 from a series of natural and industrial disasters to about £280m. The question now is whether it can pass its annual solvency test in August, carried out by the Department of Trade and Industry. Lloyd's says that it is confident there will be no problem. But if the unthinkable happened, and it did not pass, it could be forced to stop trading.

European and UK regulation of insurance companies is intended to protect holders of insurance policies. At Lloyd's, these are mainly large corporations; motor policies are the only significant class of personal cover. Throughout its losses, Lloyd's has always met its claims in full; to that extent, regulation has worked. But policy holders might still ask whether the DTI's assessment of solvency gives them adequate protection in the future.

There are two separate tests. The first, applied under European regulation to all insurers, weighs up assets of all Lloyd's syndicates against expected claims. Last year, Lloyd's said that it had net assets of \$8.3bn in December 1993, three times the amount required. That is below its 1990s peak of 10 times, but better than the previous year's ratio.

### Unique structure

However, that test is of limited use given Lloyd's unique structure. It does not trade as a single entity, the "Names", or individuals who have historically provided the capital, all trade on their own account, and a Name's assets are not available to meet claims against others. A second test, prescribed by UK regulation in 1982, assesses whether Names can meet their liabilities, and if they cannot, whether Lloyd's central fund can make up the shortfall.

creation in the application of this test. At the end of 1993, the last year for which figures exist, 9,000 Names had not met their liabilities. To date, the central fund, which has paid policyholders on Names' behalf, is owed more than \$1bn by those Names. In assessing solvency, Lloyd's auditors Ernst & Young and the DTI need to keep an eye on whether the central fund, to which Lloyd's members make annual contributions, could run dry.

### Sufficient reserves

That is a complex question. Lloyd's says that, at present, there is no danger. It believes that it has sufficient reserves to pay the most problematic claims - those under US environmental and health-related laws - for the next 17 years. Recovery of debts from Names would further strengthen the fund. So would the settlement of court actions brought by Names who are alleging that underwriting agents were negligent. As a last resort, Lloyd's might ask its members to pay a special levy, although they can refuse.

Clearly, there is still room for manoeuvre. But there is none for complacency, given the still-unknown extent of US claims. While Lloyd's argues that it has much higher reserves against such claims than most US insurers, that may prove slender comfort. The reserves of the world's entire insurance industry could well be inadequate if those laws were enforced to the letter, let alone the private wealth of the British upper middle classes.

In the current uncertainty, policy holders deserve a clear account from regulators of the definition of solvency employed. Regulators should also show how much they depend on assumptions about future claims, projected cash flow, and the capacity of the central fund.

Never has an Italian government been born in such precarious conditions as that now headed by Mr Lamberto Dini, the former director-general of the Bank of Italy.

The 54th post-war administration cleared its final parliamentary hurdle by winning a vote of confidence in the senate on Wednesday. But Mr Dini lacks a clear majority in parliament. The government, composed for the first time entirely of non-parliamentarians, could fall at any moment.

Paradoxically, Mr Dini, who served as treasury minister in the previous right-wing Berlusconi administration, is supported by the centre-left parties that were the principal opponents of that government. The paradox is even greater since Mr Dini is associated with the pension reform against which the opposition backed a general strike last autumn. Italy thus has a government of technocrats with a liberal-right-wing philosophy, the principal ally of which is the former communist Party of the Democratic Left (PDS).

To make the situation all the more unusual, the outgoing coalition nominated the 64-year-old treasury minister as their candidate for premier. But the parties in that coalition withheld their support in the confidence vote - a signal that they could make life impossible for Mr Dini whenever they wished.

Although Mr Dini has a reputation as an ambitious man, he has adopted a limited mandate with four priorities: the introduction of a mini-budget; reform of the deficit-ridden state pensions system; changes in the laws for regional elections; and new ground rules for the media during elections.

"Once these tasks are completed, the government will regard its mandate as expired," Mr Dini told parliament outlining his programme.

"The same conclusion applies if insuperable obstacles are placed in the way of achieving these objectives quickly," he added. In other words, Mr Dini will resign if he finds his path blocked.

The resignation threat is the only weapon in his armoury. If he were forced to resign before completing these tasks, it would be difficult to avoid the dissolution of parliament in the absence of any other plausible formula for forming a government. As a result, the country would go to the polls in a very unstable environment. More seriously, the financial markets would be alarmed by the political uncertainty, precipitating a damaging run on the lira.

It was precisely to head off a snap election on the fall of the Berlusconi government and a damaging financial crisis that President Oscar Luigi Scalfaro asked Mr Dini to

## Leaning tower of government

Italy's premier lacks a clear parliamentary majority, but may survive beyond the summer, says Robert Graham

form a government.

Mr Dini has refused to tie his hands in advance and impose a formal timetable for completing his mandate, as demanded by Mr Silvio Berlusconi the former premier. He has merely limited these four objectives to be achieved before the summer, if not earlier.

He has, however, framed his objectives in the context of a broader agenda of good government, thus giving himself leeway to extend his mandate. The real question, then, is whether this government will be restricted to its stated objectives or expand them to a longer life of, say, a year.

The determining factor will be when a majority of those in parliament decide it is in their interests to go to the polls. At present the majority are against early elections largely for selfish reasons.

The populist Northern League of Mr Umberto Bossi, which forced the downfall of the Berlusconi government by breaking from the coalition, is torn by divisions and needs time to redefine itself. Similar considerations apply to the centrist Popular Party (PPI), which is still uncertain about its identity having been created only last year from the long-ruling Christian Democrat party. As for the PDS and its allies, they have no wish for elections so long as Mr Berlusconi and the right ride high in the opinion polls.

Mr Berlusconi and his allies want an early election to capitalise on their continued popularity. The polls give Mr Berlusconi's Forza Italia and the newly reorganised right under the banner of Mr Gianfranco Fini's National Alliance (AN) over 50 per cent of the vote. Although Mr Berlusconi failed to persuade President Scalfaro to dissolve parliament and call a general election at the end of March, he is still arguing for a June deadline.

However, Italy desperately needs a period of stable government after the tumultuous last months' experience of having a media magnate in the political driving seat. Passions have to cool and rules introduced on the way elections are conducted when Mr Berlusconi remains the proprietor of three commercial television channels and the outgoing government has its appointees



Clockwise from top left: Silvio Berlusconi wants early election; Lamberto Dini refuses to tie his hands; Rocco Buttiglione; and Gianfranco Fini

controlling state broadcasting.

Equally, firm financial measures are essential to reduce Italy's huge mountain of debt and a head off a crisis of confidence in the financial markets as the 1995 budget deficit widens. The lira has fallen to historic lows against the D-mark and any further fall carries both the risk of higher interest rates and a return to inflation.

In the present highly-charged climate, six months is a short time to achieve a minimum of financial and political stability. Or as one commentator observed: "How can one ask Dini to achieve before summer

what Berlusconi failed to achieve in eight months?"

On the other hand, a government chosen entirely from outside parliament is likely to be transitory in an advanced western democracy. Many issues are pending that can only be tackled by a government with a longer mandate from the ballot box: they include tax reform, the education system, constitutional change, modernising the armed forces, shaking up the civil service and resolving judicial problems raised by the corruption scandals.

Yet it will be hard for the parliament to legislate on these when it is

split between two coalitions, neither capable of assembling a secure majority.

The Freedom Alliance that came to power after last March's general elections was mainly composed of Forza Italia, the League and the MSI/National Alliance. Mr Bossi's desertion in December not only removed its parliamentary majority but pushed the coalition more towards the right.

The League is now in the process of splitting, with a minority remaining in the Berlusconi camp or turning independent. Meanwhile Mr Fini buried his party's fascist past last weekend by distancing the MSI and absorbing its members into the National Alliance which he is shaping as a sort of Italian Gaullist party. The strength of AN, building on the organisation and strong roots of the MSI in the centre and south, is already drawing support from the year-old Forza Italia movement, the ill-defined vehicle for Mr Berlusconi's political ambitions which lacks its own national infrastructure.

In the centre, the Popular party is close to breaking up in the wake of the Berlusconi government's resignation. A divide exists between those who see the future in a coalition on the left with the PDS (favoured by the bulk of the members of parliament), and those wishing to team up with Mr Berlusconi and Mr Fini (the rank and file). The church in recent days has begun to exert strong back-stage influence for the move by the PPI to the right, a move advocated by Mr Rocco Buttiglione, the party's leader.

These shifts reflect the move towards two broad political groupings following the change in electoral laws allowing two-thirds of parliamentary seats to be won in a first-past-the-post ballot. But the political realignment is far from complete, and the majority in parliament would probably prefer to see the Dini government survive perhaps beyond the summer and even into next year.

For this reason, most politicians would prefer to let the government push through new laws for regional elections to be held in April/May. The outcome of these polls would determine the shape of future alliances and probably the timing of the general election.

But this scenario also depends upon the political skills of an untried premier in a country that never ceases to spring surprises. The sensitive issues are less economic and more political - especially the handling of Mr Berlusconi's television interests. If Mr Dini fumbles those issues, he will lose the support of the left and make way for Italy's 55th post-war administration.

## The strange death of a pension scheme



PERSONAL VIEW

Ten years ago the UK government published a green paper in which it proposed the abolition of the State Earnings Related Pension Scheme (Serps). At the time the scheme was only seven years old, having been introduced with cross-party support under the last Labour government.

Consent had surrounded the scheme since shortly after its introduction, partly because of concerns about escalation in future costs and partly because many people thought the government should limit its role to providing minimum pensions for people who had no provision of their own.

But opposition to abolition was so vociferous that Lady Thatcher backed away and settled for halving the benefits eventually to be paid out by the scheme.

Yet barely a voice has been raised in protest at the further halving of state earnings-related pensions implicit in the pensions bill currently making its way through par-

liament. Expenditure on the scheme in 2000 is projected to fall (in current prices) from £29.5bn to roughly £10bn as a result of changes set out in the bill.

We calculate the changes mean a person retiring in 2000 will lose at least £2.50 a week (or £130 per year) in his or her state earnings-related pension, compared with the present rules. The reduction increases each year thereafter for 20 years.

This cut in pension will affect all members of the state scheme who retire from the year 2000 onwards, irrespective of their income. In other words, the losses will be much higher as a proportion of income for those with the lowest incomes.

It will also be retrospective: the reduction will be applied to all accrued entitlements for those retiring from that date on.

The absence of protest over this cut is more likely to reflect lack of knowledge about the changes than anything else. For these future expenditure cuts are buried in a morass of technical detail in a bill that also deals with equalisation of state pension ages and the regula-

tory issues that have followed the Maxwell debacle and the subsequent Goode report on occupational pension schemes.

But obscure technical details have always been rather important in the world of pension provision. The fiendish complexity of pensions leaves most people ignorant about their rights - let alone the workings of the whole system.

**The losses will be much higher as a proportion of income for those with the lowest incomes**

The main reason for the cut in earnings-related pensions is a change in the method for calculating the proportion of earnings on which state earnings-related pension is paid. As a result of changes in indexation procedures, the amount of earnings from earlier years that count will fall - reducing the amount of pension.

But the change will affect even

people who are contracted out of the state scheme into occupational pensions - as the vast majority of earners are.

At present, the government is responsible for underwriting part of the guaranteed minimum pension that schemes have to provide if they are to be allowed to contract out of the state scheme. For accrued benefits, the cut in pensions paid in the state scheme will reduce the government's responsibilities. In doing this, a further measure in the bill abolishes the guaranteed minimum pension for future benefits - eliminating the government's responsibility for indexing the guaranteed minimum.

This will put an additional burden on the occupational pensions industry if it wishes to maintain the pensions that its members can currently expect. If incomes in retirement are not to fall, members (and perhaps employers) will have to pay higher pension contributions.

Taken together, these changes in the state earnings-related pension and guaranteed minimum pensions represent a substantial saving in

public funds. They also mark a further step away from any substantial state role in the provision of earnings-related pensions.

Meanwhile, the value of the flat-rate state pension continues to fall as a percentage of average earnings - from 30 per cent of average male earnings at the end of the 1970s to around 15 per cent now, and forecast to fall to just 7 per cent by the middle of the next century.

As the contents of the rest of the pensions bill demonstrate, the government now sees its role more as a regulator than as a provider of pensions. The state pension scheme is increasingly becoming a residual one, paying rather low benefits to those who cannot make other, private, arrangements. The lingering death of the earnings-related part should end the controversy that has surrounded it since inception.

**Richard Disney and Paul Johnson**

The authors are economists at the Institute for Fiscal Studies

## OBSERVER

### Chinese buddies

Rupert Murdoch is a man with vision. So Hong Kong's Chinese watchers are keeping a close eye on his courting of the family of Deng Xiaoping, China's ailing leader.

Murdoch's News Corporation, with media ambitions in China, is sponsoring a tour of Australia and New Zealand by Deng's eldest son, Pufang. Also travelling with Pufang are 42 disabled dancers, musicians and singers. Pufang, who was rendered paraplegic when thrown out of a building during the Cultural Revolution, is chairman of China's disabled persons' federation.

Meanwhile, Murdoch's HarperCollins has brought out an English language version of Deng's biography, penned by his daughter, whom HarperCollins is also endorsing. Some Hong Kong businessmen have long coaxed up to the Dengs, while Deng was in control of day-to-day affairs. But with gathering rumours of his impending death, why woo his children? Does Rupert know something we don't?

### Time and tide

Concern over the health of Lewis Preston raises the question of who might succeed him at the World

Bank if illness forces him aside. One contender is perhaps too distracted by the Mexican crisis, but the other is lobbying hard.

Larry Summers, 40, undersecretary for international affairs at the US Treasury and the bank's finance director, is a brain box who has yet to prove he can run a big organisation. A red rag to the environmentalists - who remember the infamous leaked memo in which he appeared to advocate dumping toxic waste in less-developed countries - he was, pre-Mexico, reckoned keen to have a go.

But James D Wolfensohn is making all the noise at the moment. Seemingly tired of coming money at his Wall Street boutique, he would love the job.

Perhaps the most important criterion this time round is age; no president has served two five-year terms since Robert McNamara, who stood down in 1961. And it shows. It takes a couple of years to get to grips with such a huge organisation, and Tom Clausen, Barber Conable and now Preston have not dazzled.

Wolfensohn is 61, four years younger than Preston when he took it on. Maybe Summers has time on his side.

### Gnomic Zurich

Directors of Union Bank of Switzerland were throned on the ground at yesterday's press opening

of the lavishly restored Widder Hotel in central Zurich.

The USB bosses are in the midst of a bitter governance battle with the bank's largest shareholder, and probably did not want reminding of their association with a project that has already forced them to write off much of a \$wF180m investment.

So it was left to honorary chairman Robert Holzach, whose pet project the hotel has been, to whip up enthusiasm.

Holzach, a figure of awe in Swiss banking circles because of his legendary nose for a bad risk, was philosophical about the Widder: "Experience helps when assessing a risk, but it is only one element," he confided.

### Tehran story

Iran is planning an innovative contribution to literature - a contest for the best short story on the life of British author Salman Rushdie, in hiding since Tehran imposed a death sentence on him six years ago.

The Islamic Propagation Organisation is offering a prize of 10 gold coins - worth about \$1,500 - and a plaque to the author who best depicts Rushdie's "horror and anxiety-ridden" life.

Probably not many entries from Iran's journalists; more than 500 of them have signed a petition asking the government to permit retirement after 20 years' service. They say that they live at least 10

years less than other people and very few reach retirement age. The hazards of the job have led to a higher than average fatality rate.

### Drying tomes

The Netherlands should watch out for an influx of bibliophiles following the news that the main national wholesale book depot, Centraal Boekhuis BV, has been abandoned as part of the flood evacuation. An estimated 37m books, worth \$470m million, have been abandoned.

Centraal Boekhuis distributes two-thirds of all books sold in the country, but its Culemborg warehouse is in the middle of one of the evacuated areas. The firm was doing its best to keep supplies going, but meanwhile is losing almost \$30,000 a day in lost business and additional costs.

### Don't I know you?

Jacques Santer, newly crowned president of the European Commission, turned up for lunch this week at the EC's cafeteria. As he reached the cash register with his grub, he was asked for identification in order to get a discount on the food. He didn't have one. The cashier let him through anyway, after staff explained he was their new boss. How much of a discount does he get on burgers and mash anyway?

### 50 years ago

Belgian trade ban lifted  
London: Three new Trading with the Enemy Orders have been issued with the object of removing the obstacles in the way of trading relations with people in Belgium arising from the previous Trading with the Enemy Regulations.

The effect of these decrees is to free transactions between people in this country and those in Belgium. The orders became effective as from 1st February. The position with regard to money and property accruing held by the Custodian before that date remains unchanged. Banking channels are restored in toto, which means British banks will be able to open up again.

New York: The US Treasury announces the lifting of the three-year ban on business and commercial transactions with Belgium to allow exchange of financial and commercial information. Concerns in Belgium and the US may now "negotiate for the commencement of private trade" as soon as American banks establish arrangements with the Belgian banks.

The Financial Times was not published on Sunday February 3 1995.



## UK interest rate rise meets mixed reaction

By Peter Norman,  
Economics Editor, in London

Mr Kenneth Clarke, the chancellor, yesterday raised official interest rates for the third time in five months, triggering a 0.5 percentage point increase in bank base rates to 6.75 per cent.

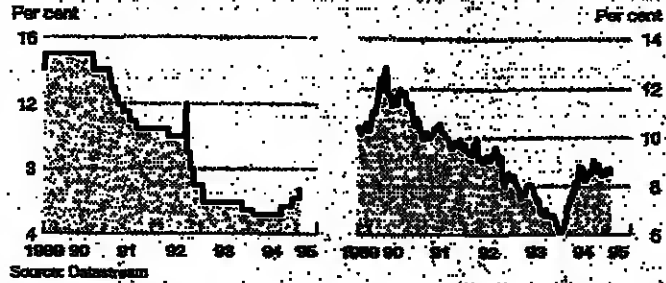
The rise, announced at noon London time shortly after the chancellor's regular monthly monetary meeting with Mr Eddie George, the governor of the Bank of England, was welcomed by the City of London and financial markets, where it had been widely expected. But it provoked grumbling among businesses and industry leaders and drew sharp criticism from the Labour opposition in parliament.

Mr Clarke said he judged "on a balance of risks" that yesterday's rate rise would help keep inflation under control. That, he said, was the best way to ensure healthy economic growth, more secure jobs and higher living standards.

The chancellor's meeting with Mr George lasted about an hour. It appeared that both had concluded independently that a rate rise was necessary after signs that rising commodity prices were stoking inflationary pressures elsewhere in the economy.

Both agreed the arguments for and against a further monetary tightening were finely balanced. Wednesday's half percentage

UK banks' base rate 10-year benchmark bond yield



point increase in official US interest rates was only a minor factor influencing the decision.

UK share and bond markets reacted calmly to the news. Traders said investors were pleased the authorities appeared to be acting in a pre-emptive manner to combat inflation.

The FT-SE 100 index, which was 21.2 points higher just before the announcement, ended the day still 17.4 ahead at 3,034.7. Long gilt prices fell slightly but outperformed weak German and US government bond markets. In London, sterling closed little changed, down slightly against the D-Mark at DM2.405 against DM2.403 on Wednesday, but up a fraction against the dollar to \$1.5823 from \$1.5816.

Business leaders were generally less sanguine. Mr Howard Davies, director-general of the Confederation of British Indus-

try, said the CBI thought inflation remained under control and domestic conditions did not require a further rise in rates. The British Chambers of Commerce, which have many small businesses among their membership, said they were "seriously disappointed with the rise".

In parliament, Mr Gordon Brown, the shadow chancellor, said the rise was "a double blow to living standards, making an already insecure Britain even more insecure".

However, leading mortgage lenders reacted cautiously, with several big building societies saying there was no immediate need to raise the cost of home loans.

Bid to avoid boom and bust, Page 8; Editorial Comment, Page 18; Lex, Page 20; London stocks, Page 34; International capital markets, Page 28

## S Africa drafts law to reform labour relations

By Roger Matthews  
in Johannesburg

A new era in South African industrial relations was heralded yesterday with the publication of a draft labour law.

The government of national unity hopes the draft law will receive parliamentary approval by the end of this year.

The intention of the document, at the centre of relations between companies and unions, is to provide a broad structural framework, while contentious issues - such as union demands for a 40-hour week and a minimum wage - are left to the bilateral negotiating process.

Mr Tito Mboweni, the labour minister, said the proposals formed an important part of the government's plan to transform society, and came as "a direct consequence of South Africa's re-entry into the global economy".

"The nation was being forced to confront world-class producers in international and domestic markets, he declared, and had to modernise. "The workers are no longer prepared to accept the low wages and paternalism that the permanence of the old system presupposes."

For too long, Mr Mboweni said, industry had been characterised by "harsh supervision, hard labour and tariff protection", while the perception had grown that South Africa was a strike-torn society.

It was not clear, however, how some of those concerns could be reconciled with South Africa's relatively high labour costs - a key factor in efforts to attract foreign investment - and the need to create more jobs.

According to data provided last year by the country's National Productivity Institute, hourly manufacturing wages in South Africa - at \$4.76 in 1993 dollars - ranks just below wage rates in Singapore and South Korea (where productivity is far higher), and well above countries such as Malaysia (\$1.80), Thailand (\$0.71) and the Philippines (\$0.68).

The new legislation seeks to improve the negotiating environment by creating a new conciliation and arbitration service, funded by the state, by defining unfair dismissal and its remedies, and by establishing the right of workers to participate in "workplace forums".

Before embarking on strike action, or ordering a lockout, unions and employers will, under the new proposals, have to submit themselves to the conciliation service.

Some union leaders are expected to fight that limitation on their freedom to initiate industrial action, while employers are concerned at the abolition of the requirement for a compulsory ballot of union members before a strike is called.

appeal for the people's trust with a call to MPs to wait for the document's publication.

He told the Commons: "There is a communal will not to be distracted from the goal of a peaceful and permanent and agreed settlement in Northern Ireland."

He implied for the first time that he might be forced to appeal over the heads of Northern Ireland's political parties to its people, if the parties cannot agree to new institutional arrangements in the framework document.

The Irish government announced last night that five IRA prisoners would be released early as part of its continuing response to the ceasefire.

Unionists snatch advantage, Page 8

## Major faces Unionist MPs' backlash after Ulster leak

By John Kampner, Robert Pestor, David Owen and John Murray Brown in London

The nine Ulster Unionist MPs will withdraw support from the British government unless the framework document for Northern Ireland is radically redrawn to water down provisions for cross-border institutions.

As prime minister John Major continued his determined attempts to minimise the damage caused by the leak of extracts of a draft document, senior Unionist MPs disclosed that at a party meeting yesterday they had decided to present the government in effect with an ultimatum.

The Unionists will make clear that at the top of their list of demands is a stipulation that any future all-Ireland authority

should come under the sole jurisdiction of a Northern Irish assembly. If not, they will no longer vote with the Conservatives.

One Unionist MP said: "We made it clear that the leaked text of the framework document, which seems to be authentic, is not an acceptable basis to proceed."

They said, however, that they would make no move until the final document proposing constitutional arrangements for Ulster was published.

Deprived of the support of the nine Euro-rebels, who were suspended from the Conservative whip in December, the prime minister depends on the Ulster Unionists to maintain a working majority.

Mr Major, who has ordered an inquiry into the source of the leak, reinforced his televised

## Errors figure in Salomon pre-tax loss

Continued from Page 1

in, led by Mr Denham. In mid 1993 it initiated a review of the general ledger accounts throughout its business, aided by Arthur Andersen, the company's auditors. The general ledger is the main trading record.

In the London branch the review found differences between figures recorded in its general ledger accounts and the subsidiary accounts dating back to before 1989.

Salomon emphasised that it had not lost money in swaps as such. The losses were accounting

problems arising when systems developed to account for swaps in the early 1980s - when swaps were much simpler instruments than they are today - could not cope with more complex swaps.

The company said a new system was now in place.

## FT WEATHER GUIDE

### Europe today

Northern England and southern Ireland will have rain owing to a lingering frontal zone associated with a depression over Iceland. The zone will also bring rain to western Norway. A large area of high pressure will promote dry conditions with a mixture of cloud and sun in eastern Scandinavia and north-eastern and central Europe. The high will expand into south-western Europe producing sunny spells in most of France and Portugal. The north-west of the continent, eastern Europe and the Balkans will be overcast. The western Mediterranean will be sunny but eastern and southern sections will have a mixture of sun and cloud.

### Five-day forecast

Depressions moving north over the next couple of days will make the north-west UK and western Scandinavia unsettled. Associated frontal zones will dissipate as they move into the north-west of the continent resulting in dry conditions with some sun in most of Europe. High pressure will remain over south-western Europe bringing sun to the central and western Mediterranean.



### TODAY'S TEMPERATURES

Location	Temp
Abu Dhabi	28
Algiers	15
Amsterdam	10
Athens	18
Bahia	24
Bangkok	28
Bombay	28
Buenos Aires	18
Cairo	22
Cape Town	14

Location	Temp
Cardiff	10
Casablanca	18
Chicago	10
Cologne	10
Dakar	24
Dallas	10
Doha	28
Dubai	28
Dublin	10
Edinburgh	10
Geneva	10
Helsinki	10
Hong Kong	28
Honolulu	28
Istanbul	18
Jakarta	28
Jersey	10
Karachi	28
Kuala Lumpur	28
London	10
Luxembourg	10
Lyon	10
Madrid	10

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## THE LEX COLUMN

## Salomon's slips

Salomon may not be Kidder Peabody, but yesterday's \$217m change for previously over-reported profits carries a whiff of Kidder's phantom trading profits about it. The over-reported profits may stem purely from book-keeping errors, not employee wrongdoing. But it hardly inspires confidence when a big investment bank cannot do its sums. Moreover, Salomon is unable to answer satisfactorily why the bulk of the errors were to do with over-reporting rather than under-reporting profits. If the thousands of errors were random, one would have thought they would roughly cancel each other out. Instead, the firm is left nursing total charges of \$381m - when the \$184m charges taken in previous periods but only now spelt out are included.

Salomon claims to have a spanking new control system which will prevent similar problems recurring. There is no reason to doubt this. But this is not the first time Salomon has suffered from inadequate controls: the Treasury bond scandal of 1991 nearly sank the firm. One wonders whether it suffers from some more generalised control problem.

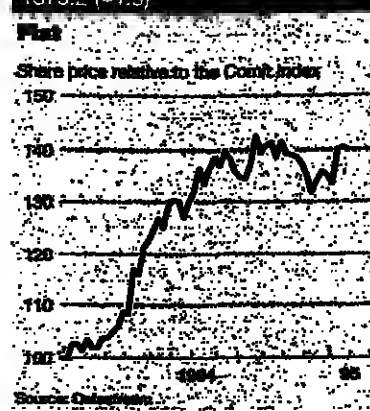
The underlying business is not doing brilliantly either. Markets can be blamed for last year's \$636m losses from "client-driven" business - market-making, underwriting and the like - and \$40m losses from proprietary trading. But if business does not pick up, Salomon will have to cut back on staffing levels. Its hopes of joining the ranks of the leading global investment banking groups would then be dashed.

### Fiat

After crisis in 1993, Fiat is in the full throes of recovery, that is the chief message of yesterday's figures from the Italian car manufacturer. The swing from a pre-tax loss of £1,394m in 1993 to a profit of £1,750m last year is more pronounced than analysts had expected. The resurgence of operating profits is impressive, a tribute to the regeneration of the company in the past two years.

This owes much to factors beyond Fiat's control - the weakness of the lira which has helped exports. But Fiat must take credit for a root-and-branch reduction in costs and astute development of new models, notably the Punto. The group's future hinges to some extent on the success of the model relaunches planned for this year which will leave Fiat with the youngest range of volume cars in

FT-SE Eurotrack 200:  
1375.2 (+1.3)



Europe. Assuming these prove popular, the group's recovery should continue apace; Fiat's pre-tax profits are on course to treble by the time they hit their peak in 1997 or 1998.

From an investor's point of view, the problem is that much of the expected recovery is in the price. The shares have outperformed the local market by 40 per cent in the past year and now stand on a multiple of some 7.5 times predicted peak earnings - the highest rating of any European automotive manufacturer. German companies excepted. A further risk is that resolution of Italy's political and economic uncertainties may lead to a stronger lira and depress consumer demand, neither of which would be good for Fiat's earnings.

### UK interest rates

The chancellor of the exchequer erred on the side of caution yesterday, but the subdued market reaction reflects the predictability of the rate rise. Signs that industry is under pressure to pass rising commodity costs on to consumers were always likely to meet with swift retribution. And the Bank of England is clearly keen to gain credibility for its anti-inflationary battle plan. Hence the lowering of interest rate expectations in the futures market, which could provide the government with another pat on the back in the form of lower borrowing costs.

Nonetheless, there is a long way to go before the chancellor can demonstrate that he has vanquished inflation without sacrificing the economic recovery. Recent economic data have provided a confused picture of the

strength of UK growth - hence the vast spectrum of interest rate forecasts. Wage push pressure remains relatively subdued and housing prices were already vulnerable even before the latest rise. The government has been concentrating on the effects of strong export demand. But there is a danger that the latest rise could reverse the slightest of housing recovery, and further stifle domestic consumer spending.

Some believe the government will tighten monetary policy excessively this year so that it can then loosen it in the run-up to the next general election. Even if that were good politics - which is doubtful - it would be bad economics. Further monetary tightening will probably be needed but not the application of thumbcrews.

### Wellcome

Wellcome's last ever results were a fine tribute to the management's achievements. Since Mr John Robb became chief executive five years ago, operating margins have improved more than 10 percentage points to 31.5 per cent. Sales of Zovirax, its top-selling medicine, expanded 16 per cent last year, an impressive rate given the drug's age. Few other pharmaceuticals companies will post double-digit turnover and earnings growth for 1994.

On the basis of these results, Mr Robb claims Glaxo is underpaying for Wellcome. True, the exit multiple of 19.7 times earnings per share is below those paid for American Cyanamid and Squibb, but different accounting standards make such comparisons less than perfect. A more appropriate reflection of the hidden value is the sales multiple, which at 4.3 times suggest Glaxo is being more than generous. Wellcome's shareholders should be content with their 49 per cent premium to the pre-bid closing price.

Whether Glaxo shareholders should be as pleased is another matter. Zovirax sales will take a sharp hit in 1997 when US patents expire, as will those of the kidney transplant drug Imuran when Roche launches a competitor product this year. The deal only makes sense for Glaxo shareholders if the company can strip out sufficient costs from the businesses and generate additional sales through the combined distribution network. The worry is that although Glaxo's managers are skilled marketers, their cost-cutting record is uninspiring.

Additional Lex comment, Page 26

# ROLLS-ROYCE

## \$500 MILLION IN AEROSPACE AND INDUSTRIAL BUSINESS ANNOUNCED

Rolls-Royce has announced major expansion in its aerospace and industrial power divisions. The company has secured a \$500 million order from China Yunnan Aircraft Industry for 100 Trent 700 engines to power China Yunnan Airlines' new 777s, and a \$100 million order from Gulfstream Aerospace for Tay 640 engines for the air maker's GIVS business jet.

Industrial power business includes major orders for heavy duty gas turbines to be used in gas-fired combined cycle power plants in the UK and a number of low NOx burners for a US electrical power generation.

### TRENT ENGINE FAMILY

The Rolls-Royce Trent engine enters airline service for the first time this month with Cathay Pacific. The airline's Airbus A330-300 is powered by two Trent 700 engines.

Meanwhile, the larger Trent 800, for the new Boeing 777, has achieved airworthiness ahead of schedule. It is the first engine in the world to be certified for 3,000lb thrust.

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## INTERNATIONAL COMPANIES AND FINANCE

## Nordbanken sell-off plan outlined

By Hugh Carnegie  
in Stockholm

Sweden's Social Democrat government plans to sell off 100 per cent of Nordbanken, the biggest casualty of the 1992 banking crisis. However, it has postponed any part of the bank's sale until the second half of the year because of uncertain market conditions.

Finance minister Mr Göran Persson said the government favoured returning to the private sector the whole of Nordbanken, estimated to be worth about SKr20bn (\$3.7bn).

The minister wants the proceeds to fund a job creation programme, included in last month's budget, without further deepening the budget deficit.

However, Mr Persson cautioned speculation that privatisation would begin as early

as next month. "There would have been interest, but we can get a better price if we wait," he said.

Citing recent stock market instability - prompted by events such as the Mexican currency crisis and public finance crises in Italy, Spain and Sweden itself - he said bank shares were "ice cold".

The minister said the bank was too large to be sold off at one time, but did not give details of how the privatisation might be carried out. He issued a welcome to foreigners to participate.

A senior finance ministry official said the government had "no ideological objection" to Nordbanken coming under foreign control, although he doubted any single foreign buyer would be prepared to pay for a majority stake.

Nordbanken has about a 25 per cent share of the Swedish



Göran Persson: "We can get a better price if we wait"

market following its takeover a year ago of Gota Bank, the other principal casualty of the loan-loss crisis which crippled the banks in late-1992. Together, Nordbanken and

Gota Bank took most of the SKr60bn which the government provided to rescue the banking system from the losses, incurred chiefly in overheated Swedish and other European property markets.

The rescue operation allowed Nordbanken to bounce back to profit last year. Including Gota Bank, it made an operating profit of SKr3.4bn in the first nine months of 1994, after lower loan losses.

Mr Persson said the decision not to go ahead immediately with privatisation meant it would almost certainly have to wait until Swedbank, constructed during the crisis from the country's savings banks, had completed its planned stock market listing in June.

He denied some suggestions that part of Nordbanken would be hived off to the post office before privatisation.

## JP Morgan to shed 110 jobs in City of London

By Nicholas Denton  
in London

J.P. Morgan, the US bank, has begun to shed about 110 jobs from its London operations as part of an international effort to cut costs.

The action, which will be spread over two months, represents a reduction of 5 per cent in the bank's staff of 2,200 in the City of London.

The retrenchment takes to 750 the number of known job losses in the City since US and UK interest rates began to rise late last year.

The cuts are expected only by the 180 at S.G. Warburg's bond and other fixed-income operations, and 230 at Goldman Sachs.

J.P. Morgan will continue to operate in all significant business areas, and said yesterday the cuts would be distributed across all sectors. "No one business area is being singled out," it said.

Departments dealing with mergers and acquisitions and with derivatives are expected to survive the cost-reduction programme less affected than others. J.P. Morgan has mounted a strong push into the M&A market in Europe and has won market share, and its derivatives operation is one of the market leaders.

The job cuts are part of a worldwide effort by the bank to trim costs by 10 per cent. The plan emerged with the leak of an internal memorandum to staff. It came in response to a 29 per cent fall in profits in 1994, to \$1.22bn.

J.P. Morgan is primarily looking to cut spending on services it buys from outside normal operations, but it is still expected to reduce staff worldwide by 6 per cent from its December level of 17,000.

"Costs are the target, but people will be affected because people are a significant part of our cost base," it said.

Employees are estimated to be responsible for about two-thirds of total costs.

J.P. Morgan is partially correcting a sharp increase in costs which came with the addition of nearly 2,000 employees in 1994.

## Virgin and Delta Air win US approval for alliance

By Michael Skapinker,  
Aerospace Correspondent

Virgin Atlantic Airways of the UK and Delta Air Lines of the US yesterday won US government approval for their proposed code-sharing agreement.

The airlines announced the agreement in April last year, but the US Department of Transportation initially withheld approval. Following yesterday's approval of their accord, the two airlines said they would launch their alliance as soon as operational matters had been settled.

Under the agreement, Delta will purchase a designated number of seats on Virgin flights, which it will price, market and sell independently. The flights will carry both Delta and Virgin flight numbers on routes between London and Los Angeles, Newark, New York, Orlando, Miami, San

Francisco and Boston.

The agreement gives Virgin the possibility of offering its customers flights to a wider range of US destinations. Delta gains access to London's Heathrow airport for the first time. Delta flights into London currently go to Gatwick airport. The airline says, however, that a substantial proportion of its customers ask to fly to Heathrow.

Mr Richard Branson, Virgin Atlantic chairman, said the agreement would also give Virgin passengers access to Delta's frequent-flyer programme.

He said the agreement with Delta would enable Virgin to compete more effectively against British Airways, which he describes as his principal competitor. Mr Branson said he believed that Delta offered superior service to USair, the airline in which BA has a 22 per cent stake.

Approval of the Virgin-Delta deal appeared to have been held up because of difficulties in reaching agreement on a fresh aviation treaty between the UK and the US governments.

The US government walked out of negotiations between the two countries in 1993 after the UK refused to grant immediate access to all US carriers to Heathrow.

Last October, Dr Brian Mawhinney, the UK transport secretary, attempted to revive talks with the US by lifting all restrictions on transatlantic flights to regional airports. Dr Mawhinney described the move as "the most sweeping unilateral liberalisation move in the history of transatlantic aviation".

However, US airlines said that access to Heathrow remained the most important issue.

## KLM surges five-fold in third term

By Ronald van de Krol  
in Amsterdam

Improved economic conditions and a related rise in passenger numbers helped net profit at KLM, the Dutch airline, soar five-fold in the third quarter.

Net profit in the three months to December 31 surged to \$1.83m (\$49m) from \$1.15m in the same quarter of 1993-94.

The rise takes net profit for the first nine months of the 1994-95 financial year to \$1.59m, more than double the \$1.26m of the corresponding period of last year.

Traffic, measured in tonne-kilometres, rose 11 per cent in the October-December period, with double-digit growth on routes to South America, eastern Asia, Africa and the Middle East. By contrast, traffic to North America rose 4.6 per cent. To the rest of Europe, it was up by 8.9 per cent.

The airline also reported a strong rise in business-class customers.

In spite of the traffic increases, yields for both passengers and cargo were down 3 per cent, reflecting mainly currency movements, particularly

the decline of the dollar.

KLM expects to make a loss in the fourth quarter ending March 31, as is typical in the slack winter period. However, the loss will be "substantially" lower than the \$1.15m deficit posted in the final quarter of last year.

The increase in the third quarter would have been even stronger but for a provision of \$1.43m for deferred taxation.

KLM is still benefiting from carry-forward losses, which means it has not yet resumed paying corporate tax, but the prospect of tax payments is

growing because of its strong financial recovery.

Other factors behind the third-quarter rise were cost-cutting, the airline's "holiday" from paying premiums to its pension funds, and its alliance with Northwest Airlines of the US.

The 21-month pension-premium holiday, which yielded savings of \$1.72m in the third quarter, ended on December 31. Extending the holiday carry-forward losses, which means it has not yet resumed paying corporate tax, but the prospect of tax payments is

## Aircraft sales help boost profit at Swissair

By Ian Rodger in Zurich

Swissair, the quoted Swiss airline which is in negotiations to buy a large minority stake in Belgium's Sabena airline, has posted a small consolidated profit in 1994.

The group said in a preliminary statement that, with significant contributions from its Crossair regional airline and other subsidiaries, its total revenues increased. Substantial aircraft sales again helped boost profits, as did cost-cutting.

In 1993, the group recorded net income of \$195m (\$45.9m), down 48 per cent. That figure included profits of \$181m from aircraft sales.

The airline itself enjoyed "substantial improvements" in traffic volume, load factors and employee productivity in 1994, the group said. However, flight operations incurred a fifth consecutive loss because of continuing declines in revenue per customer and the strength of the Swiss franc against other currencies.

Swissair said it had been

undeterred from taking a large minority stake in Sabena by the Belgian government's refusal to allow Sabena to pay its pilots in Luxembourg.

Sabena's management had planned the pay move to reduce costs and improve pilots' earnings. However, the Belgian government said such a scheme to evade the country's heavy social security payments was unacceptable.

Swissair said its negotiations with Sabena until now had assumed that the transfer of pilots to Luxembourg would go

ahead. It now had to find alternative cost-savings. "But there is no question of us reconsidering our position or pulling out," the airline said.

Swissair has been aggressively seeking partners to overcome the disadvantages arising from its relatively modest size, and from having its home base outside the European Union.

As Switzerland is not an EU member, Swissair cannot participate in the EU's planned open skies regime. A close association with Sabena could resolve both problems.

## Ambroveneto shares climb 10% amid bid speculation

By Andrew Hill  
in Milan

Shares in Banco Ambrosiano Veneto, the Italian bank, rose nearly 10 per cent yesterday in heavy trading, as investors searched for the next bid target to the restructuring of the Italian banking sector.

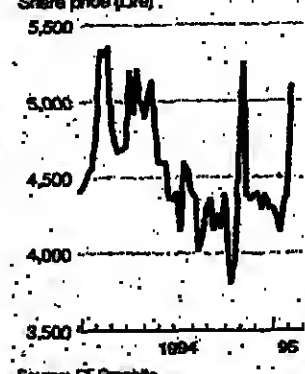
The shares closed at L5,087, against an opening price of L4,628. The price had already risen by more than 6 per cent on Wednesday.

At one point yesterday the stock was up 13 per cent on the day, and Italian stock exchange authorities briefly had to suspend trading.

The bank said yesterday it could not explain the strong interest in the stock, which comes just as Credito Italiano (Credito) is poised to declare victory in its bid for control of Credito Romagnolo (Rolo) of Bologna.

The battle for Rolo started in October, when Credito offered L19,000 a share for a majority stake. It only won over shareholders when it increased

Ambroveneto



Source: FT Graphicals

tion for the price rise was the revaluation of all possible bid targets in the Italian banking sector.

Ambroveneto is still considered to be under threat, even though its main shareholders are linked by a defensive pact which commits them to sell shares first to other pact members before offering them elsewhere.

This week's decision to extend the deadline for renewing the pact until January 1996 has fuelled speculation that the big shareholders are not fully committed to Ambroveneto.

However, the bank yesterday played down the significance of the move. "[The shareholders] have agreed to renew the pact, but in the mean time they have extended the deadline [for renewal], rather than letting it automatically lapse on January 30," the bank said.

Ambroveneto's largest shareholders are Turin's powerful San Paolo banking group and Credit Agricole of France, each with 19.39 per cent.

## We thank our clients for their confidence in our international corporate finance expertise in 1994.

## Banque Paribas completed 29 sales mandates worth ECU 5.6 billion

October 1994	November 1994	December 1994	December 1994
For the sale of major mining assets to the Australian group NORMANDY POSEIDON.	For the privatisation of Tintaya Copper Mines which was sold to the MAGMA COPPER Company.	For the sale of SOFAB to BOWATER plc.	For the sale of the Banque d'Orsay to WEST LB.
BRGM was advised by Banque Paribas.	the Peruvian Government was advised by Banque Paribas.	BIC was advised by Banque Paribas.	AXA was advised by Banque Paribas.

## Banque Paribas completed 25 purchase mandates worth ECU 4.2 billion

March 1994	May 1994	October 1994	December 1994
In its public takeover bid for MATRA HACHETTE.	For the acquisition of a stake in SAUR INTERNATIONAL.	In joining the BOUYGUES TELECOM consortium, which will build France's 3rd mobile telephone network.	For the acquisition of PRIME EQUIPMENT Co. Inc., a wholly-owned subsidiary of ARTEMIS SA.
LAGARDERE GROUPE was advised by Banque Paribas.	EDF was advised by Banque Paribas.	CABLE & WIRELESS was advised by Banque Paribas.	INVESTCORP was advised by Banque Paribas.

## Banque Paribas completed 20 financial advisory mandates

May 1994	June 1994
For the financial restructuring of Eurotunnel.	For the recapitalisation of FRF 4.9 billion of the Crédit Lyonnais.
EUROTUNNEL's Banking Syndicate was advised by Banque Paribas.	the French Government was advised by Banque Paribas.



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In accordance with condition 4 (d) of the terms and conditions of the above issue and in compliance with the provisions of the Paying Agency Agreement, notice is hereby given that all the above outstanding Depositary Receipts will be redeemed on March 30, 1995.

Payment of the principal amount of the Depositary Receipts will be made upon presentation of the Depositary Receipts with Coupon No. 22 and following attached, at the offices of the Principal Paying Agent or any of the following Paying Agents:

Principal Paying Agent  
Banque Paribas Luxembourg  
2/A Boulevard Royal  
L-2003 Luxembourg

Paying Agents  
Morgan Guaranty Trust Company of New York  
Avenue des Arts 35  
B-3040 Brussels

Morgan Guaranty Trust Company of New York  
60 Victoria Embankment  
GB-London EC4Y 0JP

Swiss Bank Corporation  
6 Pl. du Marché  
CH-8010 Zurich

Luxembourg, February 2nd, 1995

## BASE RATE CHANGE

Union Bank of Switzerland, London  
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on 2nd February, 1995

its Base Rate was increased from

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100 Liverpool Street, London EC2M 2EH.  
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Due November 1999  
(the "Notes")

Notice is hereby given that the Rate of Interest for the Interest Period February 3, 1995 to May 3, 1995 has been fixed at 6.5125% and that the interest payable on the relevant Interest Payment Date May 3, 1995, against Coupon No. 2 will be US\$80.30 in respect of US\$1,000 nominal of the Notes.

February 3, 1995, London  
By: Citicorp, N.A. (Issuer Services), Agent Bank **CITIBANK**

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## ZANDPAN GOLD MINING COMPANY LIMITED

An Anglo-Japanese Group Company  
Incorporated in the Republic of South Africa  
Reg. No. 1350241/006

INTERIM REPORT FOR THE HALF-YEAR ENDED 31 DECEMBER 1994  
FINANCIAL RESULTS

The results of the Company for the above period are as follows:

	Unaudited half-year ended 31 December 1994 R000	Unaudited half-year ended 31 December 1993 R000	Audited Year ended 30 June 1994 R000
Turnover	14 175	16 717	35 634
Income from investments	14 118	16 531	35 200
Dividends	65	186	279
Interest received	-	-	79
Share dealing profit	-	-	76
Smelter revenue	14 175	16 717	35 634
Expenditure	495	480	1 093
Transaction levy	-	-	15
Profit	13 680	16 237	34 526
Earnings per share	10.5 cents	12.5 cents	26.5 cents

No taxation is payable as the Company has no assessed loss for tax purposes.

## DIVIDENDS PAID OR DECLARED DURING THE HALF-YEAR

Final ordinary dividend No. 44 of 14.6 cents per share, amounting to R19 010 000 for the year ended 30 June 1994 (1993: 10.50 cents per share, amounting to R13 671 000), was declared in May 1994 and paid on 22 July 1994.

Interim ordinary dividend No. 45 of 18.2 cents per share, amounting to R13 411 000 for the half-year ended 31 December 1994 (1993: 12.00 cents per share, amounting to R17 634 000), was declared in November 1994 and was paid on 20 January 1995.

## BALANCE SHEET

	Unaudited 31 December 1994 R000	Unaudited 31 December 1993 R000	Audited 30 June 1994 R000
CAPITAL EMPLOYED			
Share capital	13 020	13 020	13 020
Share premiums	289	259	259
Reserve	2 246	9 855	8 976
Shareholders' funds	22 554	23 134	22 255
EMPLOYMENT OF CAPITAL			
Fixed investments -			
- Listed shares in Harbourside Investments	20 900	20 900	20 900
- Gold Mining Company Limited	1 624	2 234	1 535
Net current assets	15 775	18 738	21 211
Current assets	14 151	16 504	19 856
Current liabilities - non-interest bearing	22 524	23 134	22 235

INVESTMENTS

The market value of the Company's holding of 22 000 000 shares in Harbourside Investments Gold Mining Company Limited was R407 000 000 at 31 December 1994 (1993: R561 000 000), compared with a book value of R20 900 000 (1993: R20 900 000).

The market value of the Company's other listed shares and debentures at 31 December 1994 was R4 951 000 (1993: R4 917 000) and their book value was R211 000 (1993: R211 000).

The number of shares in issue at 31 December 1994 amounted to 130 202 850 with a net asset value of 317 cents per share.

## FOR AND ON BEHALF OF THE BOARD

R.A.D. Wilson Chairman Registered Office Anglo-Japanese House 30 Main Street Johannesburg 2001  
R.J. Pienaar Director Limited 33 Davies Street LONDON W1Y 1RN

2 February 1995

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سكيا من الامل



Delta Air wins  
d for alliance

shares climb  
d speculation



Wellcome

# WELLCOME

## PRELIMINARY RESULTS

for the financial period ended 31st December 1994 (unaudited)

	16 months December 1994	12 months December 1994	12 months December 1993	12 months December Change
Sales	£2,962m	<b>£2,276m</b>	£2,052m	up 13%
<b>Zovirax</b> sales	£1,109m	<b>£858m</b>	£742m	up 16%
<b>Retrovir</b> sales	£268m	<b>£206m</b>	£227m	down 7%
Research and Development	£454m	<b>£346m</b>	£336m	up 5%
Non-operating exceptional items	(£58m)	<b>(£58m)</b>	£17m	
Pre-tax profit (excluding exceptional items)	£939m	<b>£738m</b>	£624m	up 19%
Earnings per share (excluding exceptional items)	66.3p	<b>52.1p</b>	44.4p	up 18%
Final proposed dividend per share	16.0p			
Total dividend per share	30.4p			
Net cash		<b>£781m</b>	£618m	up £163m

Sales since January 1994 include Wellcome's share of the sales of Warner Wellcome Consumer Healthcare.  
All sales and profit percentage changes are at constant exchange rates.

### HIGHLIGHTS

- Sales advance an underlying 13%
- Pre-tax profits up 19%
- Operating margin for year at record 31.5%
- **Zovirax** prescription sales up 16% to £858m
- Launch of follow up compound **Valtrex**
- R&D successes in antiviral, CNS and oncology areas
- EPS 52.1p (up 18%)
- Final dividend of 16p per share

### Mr John Robb, Chairman and Chief Executive, said:

"These record-breaking results for 1994 show in very clear terms the strength of Wellcome's business and prospects. They demonstrate the success of the strategy which has been implemented over the past four years. Furthermore, they reinforce the Board's conviction that our current strategy is in the best interests of all our shareholders."

Wellcome plc, Unicorn House, P.O. Box 129, 160 Euston Road, London NW1 2BP

The financial information set out above does not constitute statutory accounts within Section 240 of the Companies Act 1985. The Company's auditors have made an unqualified report under Section 235 of that Act in respect of the financial period ended 31st August 1993 and such accounts have been delivered to the Registrar of Companies; statutory accounts for the financial period ended 31st December 1994 have not yet been finalised.



## INTERNATIONAL COMPANIES AND FINANCE

## ITT profit jumps 12% to top \$1bn

By Richard Waters in New York

ITT, the US conglomerate which is shedding much of its financial services business in favour of investing in the leisure and entertainment industries, said after-tax profits jumped 12 per cent to top \$1bn last year.

The figures reflected growth in each of its three business areas, as well as the acquisition of General Motors' electric motors business during the year.

A 39 per cent increase in fourth-quarter net income, to \$305m, beat market expectations and pushed the company's shares up \$2 to \$91 during morning trading.

ITT Hartford, the group's insurance subsidiary, registered a 13 per cent rise in earnings during the year to \$811m, on revenues of \$11.1bn. The figures were buoyed by a 17 per cent rise in fourth-quarter earnings, to \$212m, and an improvement in underwriting on the property/casualty side.

The combined ratio fell to

100.7 per cent in the latest quarter, from 105.5 per cent a year earlier.

Earnings from manufacturing operations climbed 63 per cent during 1994 to \$508m as profits in the automotive business doubled to \$151m.

Leaving aside the acquisition from General Motors, the automotive business's operating income would have risen 41 per cent, and sales would have been 14 per cent higher.

The third leg of ITT's operations - hotels, gaming and information services -

recorded a 31 per cent rise in earnings, to \$318m.

Earnings from the financial services businesses to be sold were accounted for as a discontinued operation. These fell to \$181m during the year, from \$320m the year before, though fourth-quarter earnings rose \$20m to \$68m.

Earnings per share for the fourth quarter were \$2.50, up from \$1.87 a share the year before. For the full year, ITT reported net income of \$1.02bn, or \$3.02 a share, compared with \$812m, or \$2.50 a share, in 1993.

## Browning Ferris income 51% higher

By Richard Waters

Browning-Ferris, the US waste disposal group which last month bought Attwoods in the UK, registered a 51 per cent jump in net income in the first quarter to the end of December.

Higher volumes and prices, together with the beneficial impact of acquisitions, pushed the company's operating profit margin up to 13.5 per cent during the period, from 11.5 per cent the year before.

Net income for the period reached \$88.8m, or 45 cents a share, compared with \$58m, or 34 cents, a year earlier. The results exceeded expectations and pushed the shares up \$1 1/4 to \$32 1/4 in early trading.

Browning-Ferris' revenues for the period climbed 39 per cent to \$1.3bn, with 25 per cent of the growth coming from acquisitions.

The company said its business, leaving aside acquisitions, had benefited particularly from improved profitability in landfill and recycling operations, both in the US and internationally.

## GTE expands in wireless telephony

GTE, the largest regional US phone company, announced separate deals to wireless telephony yesterday with Deutsche Telekom and IBM, writes Tony Jackson.

Through the Deutsche Telekom agreement, US mobile phone subscribers travelling in Europe will be able to call North America from a European-standard mobile phone, and vice-versa.

The IBM deal gives corporate mobile phone customers access to IBM's so-called Global Network.

## Record results for WR Grace

By Tony Jackson

WR Grace, the US specialty chemicals manufacturer, produced a 21 per cent rise in operating earnings for the fourth quarter to \$103m, or \$1.10 a share.

Earnings per share for the full year were 18 per cent at \$3.01, compared with a record \$2.79 in 1993.

Pre-tax earnings from specialty chemicals were up 36 per cent in the quarter to \$128m, with higher volume in packaging chemicals in North America and in paper process chemicals in Europe.

Pre-tax profits in healthcare, where the company specialises in kidney dialysis, were up 37 per cent to \$81m.

In the full year, sales were 16 per cent higher at \$5.1bn.

After special charges in both years, earnings per share were 88 cents against 28 cents.

There was a net provision of \$200m last year for reduced asbestos insurance, compared with \$100m the year before.

The company said increased spending on capital investment and acquisitions in the final quarter was more than offset by divestitures. Total debt at the year end was \$1.5bn compared with \$1.7bn the year before.

## Avon Products' earnings per share at highest for 15 years

By Tony Jackson in New York

Avon Products, the door-to-door beauty products company, raised its net income in the fourth quarter by 5 per cent to \$110m, or \$1.59 a share.

Profits were higher in North and South America, but lower in Europe and the Pacific region.

In the full year, earnings per share rose 14 per cent to \$3.75, the highest figure since 1980.

US sales in the final quarter were up 9 per cent, with pre-

tax profits up 25 per cent. International sales and profits were up 16 per cent, with profits up strongly in Latin America, particularly Brazil.

The company said profits in the Pacific region were lower because of heavy investment, whereas its European business had not yet recovered from depressed levels.

In the full year, net income from continuing operations, before accounting charges, rose 12 per cent to \$265m.

Mr James Preston, chairman, said pre-tax profits for the year

in the US were up 23 per cent to their highest level in more than a decade. This showed that Avon's direct sales could produce significant growth in an established market as well as in developing countries, he said.

International sales rose 12 per cent in the year, and pre-tax profits by 11 per cent. Profits were up in the Americas and flat in the Pacific region. In Europe sales held steady but profits declined sharply, the company said.

Avon's shares rose \$1 1/4 to \$56 1/2 in early trading.

## Rubbermaid boosts sales 20%

By Lisa Bransten in New York

Rubbermaid, the US manufacturer of rubber and plastic products, reported 20 per cent sales growth for the fourth quarter of 1994, but profit growth was restrained by the rising cost of raw materials.

While sales jumped to \$660m in the last quarter from \$472m for the same period in 1993, profits rose only 7 per cent to \$55m.

Mr Richard Gates, senior vice-president for business

development, attributed much of the sales increase to global expansion and said he expected the company to continue looking internationally to keep sales up. Currently, 15 per cent of the company's sales come from outside of the US.

The market reacted positively, with Rubbermaid's shares up \$1 1/4 to \$31 1/4.

The company does not see an immediate reversal of the profit squeeze caused by rising raw materials, although it implemented a price increase at the beginning of the fourth

quarter, said Mr Gates.

He added that the company was continuing negotiations with retailers in an effort to keep prices in line with costs. So far price increases of 4 to 6 per cent have been achieved.

The decision not to scale back marketing expenditures also put pressure on profits.

Earnings per share for the final three months of 1994 rose to 34 cents from 28 cents the year before. Full-year net income reached \$228m, or \$1.42 a share, up from \$211m, or \$1.32, in 1993.

## Investment banking side puts Salomon in the red

By Maggie Urry in New York

Mr Robert Denham, chief executive of Salomon, could hardly have denied that 1994 earnings were "unsatisfactory". The group's Salomon Brothers investment banking business lost \$630m before tax to the year from client-driven business and another \$49m from proprietary trading.

That led to a net loss for the group of \$122m in the final quarter, compared with net income of \$476m in the 1993 last quarter, and a loss for the year of \$364m, compared with income of \$827m.

Salomon Brothers was not alone in finding securities trading tough in 1994. Underwriting volumes were sharply down, with Salomon running the books on \$97.1bn of domestic public issues in 1994 com-

pared with \$90.9bn in 1993.

But the most embarrassing part is the \$217m pre-tax provision Salomon Brothers has had to take to resolve years of accounting errors. These stem from differences between the group's general ledger accounts and subsidiary accounts, for which Salomon blamed computer systems. They were exacerbated by the huge growth in business volume in 1992 and 1993 and, in London, by foreign exchange translation with the group dealing in 40 different currencies.

While every securities firm's back office sometimes has problems matching up balances, these are normally insignificant. Indeed, Salomon has made provisions before, including a \$87m pre-tax charge against its US operations in 1993 and charges

totaling \$100m since 1992 relating to swap activities. However, Salomon said the charges, although large in dollar terms, were never significant in the quarters to which they related.

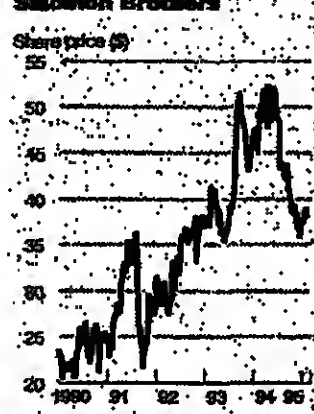
It is the size of the provision made against fourth-quarter 1994 profits which forced the disclosure - and even surprised Salomon, which had said last November said charges would be taken but would not be significant.

Salomon typically runs two sets of books for each line of the accounts; for example, it would monitor its inventory through a ledger account and a set of subsidiary accounts.

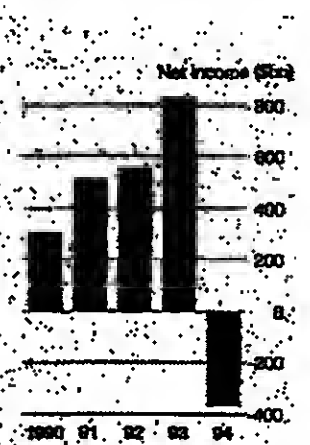
Although the same transactions would be the starting point for the numbers in each account, the information would arrive by different

routes. In the process, differences could be thrown up, for example if the numbers have been aggregated in one account but not in another.

Salomon Brothers



Source: FT Graphix



Source: FT Graphix

The stock market appeared to accept the promise that the problems would not recur, and at midday in New York the shares were up 1/4 at \$37 1/4.

## NEWS DIGEST

## French bourse to liberalise rules for small trades

The French stock market plans to liberalise the regulations for small trades in its most liquid stocks by this summer, officials confirmed yesterday, writes Andrew Jack in Paris.

The Société des Bourses Françaises (SBF), the operator of the French market, is to remove the minimum quantities of stocks shareholders are permitted to buy and sell at any one time without penalties.

The change reflects the fact that small transactions can be carried out more easily using computerised systems and growing pressure from shareholders.

Under the present system operating on the main monthly settlement market, shareholders selling small blocks of shares are required to pay an additional commission. The minimum block has normally been worth about FF15,000-FF20,000 (\$2,841-\$3,795).

The SBF set up an experiment last summer to remove the minimum threshold on the shares of 15 large French quoted companies so that shareholders could trade as little as a single share and pay only a percentage commission on that share.

In order to test whether the electronic trading and settlement systems can cope, it added a further three quoted companies in November and another four last month.

Among the latest was Paribas, the banking group, which announced yesterday that shareholders could trade in single shares where previously they had to trade in blocks of 25 shares to avoid penalties.

SBF will make a final decision before the summer, after which all companies on the monthly settlement market - numbering 266 - are set to participate.

## Turnover at UAP rises 7% to FF152bn

Union des Assurances de Paris, the French insurance group which was privatised last year, yesterday reported estimated turnover up 7 per cent to FF152bn (\$23.8bn) in the year to December 31 1994, writes Andrew Jack.

Life assurance premiums, however, rose modestly by 1.6 per cent to FF7.2bn, which the group attributed to a decline in turnover from the UK.

Its non-life income advanced 18.2 per cent to FF76.4bn, largely due to consolidation of its Vinci and CEAG subsidiaries. UAP France reported a 5.9 per cent increase in turnover to FF62.1bn. France accounted for 36 per cent of total income.

Sun Life, the British insurer which it controls, reported a decline in income of 16.4 per cent to FF19.3bn.

## Implant charges keep Dow Corning in the red

A \$24m pre-tax charge to cover higher than expected costs from breast implant settlements pushed Dow Corning, the US-based joint venture between Dow Chemical and Corning, to a \$6.8m after-tax loss in 1994, writes Richard Waters in New York. After-tax losses in 1993 were \$287m.

The previously-announced quarterly charge, amounting to \$152m after tax, led to a fourth-quarter loss of \$115m, compared with a loss of \$89m in the year-end period after charges.

Sales for the year rose nearly 8 per cent, to \$2.2bn, while net profits (before charges) increased 13 per cent, to \$145m.

Mr Richard Hazelton, chairman and chief executive, said that higher raw material prices in the latter part of 1994 had hurt profits, as well as higher fixed costs.

This year "should begin to see the positive effects" of price rises to offset the higher costs of materials, the company added.

## Fletcher Challenge close to settling mill strike

Fletcher Challenge Canada has reached a tentative settlement with two trade unions which could result in the return of nearly 11 tonnes of newspaper capacity to tight international markets within a week, writes Robert Gibbens.

The forest products group's three mills in British Columbia were shut down on December 23 when the unions rejected a company offer and walked out.

The settlement includes a 9 per cent pay increase over three years, against the original company offer of 6 per cent.

Stone-Consolidated, with mills in eastern Canada and controlled by Chicago's Stone Container, posted fourth-quarter net profit of C\$14.8m, against a net loss of C\$21.7m a year earlier on sales of C\$311m, up from C\$234m. The figures include the Bridgewater mill in the UK.

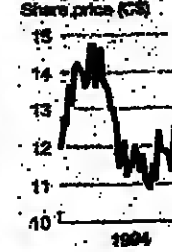
For the full year, the loss was reduced to C\$7.8m, or 12 cents, from C\$63.7m in 1993. C\$7.8m, or 12 cents, from C\$63.7m in 1993. C\$7.8m, or 12 cents, from C\$63.7m in 1993.

Excluding the special item, profit equalled \$2 cents a share, up 50 per cent on a year earlier. For all of 1994 profit was up 59 per cent to C\$97.7m, or C\$2.56, on revenues of C\$739m, a rise of 56 per cent.

## Petro-Canada annual earnings jump 64%

Petro-Canada

Share price (C\$)



Source: FT Graphix

Petro-Canada, one of the country's two biggest integrated oil companies, posted a 64 per cent jump in earnings for 1994, lifted by higher upstream prices, rising productivity and better refining and marketing results, writes Robert Gibbens in Montreal.

Net profit for the year was C\$262m (US\$187m), or C\$1.06 a share, up from C\$160m, or 65 cents, a year earlier on revenues of C\$4.7bn, against C\$4.6bn.

Fourth-quarter profit was C\$54m or 22 cents, against C\$35m or 14 cents on revenues little changed at C\$1.2bn.

Petro-Canada, which has retrenched by reducing its downstream network by one third, does not expect the present natural gas surplus in western Canada to persist for long. It will spend about C\$200m on capital projects in 1995, including C\$50m for the Hibernia offshore oil project in Atlantic Canada. It still hopes to sell part of its 25 per cent interest in Hibernia.

## Thyssen, Viag merge environmental divisions

Thyssen and Viag, two of Germany's biggest industrial conglomerates, will merge their environmental services divisions to create a new company with sales of DM2.7bn (\$1.8m), writes Michael Lindemann in Bonn.

The venture will bring together the two groups' traditional strengths in steel recycling and alloy trading. "We complement each other very well," said Thyssen Handelsonium (THU), the trading and services subsidiary of the steel-based group.

THU will hold 80 per cent of the new company while the remainder will belong to Klöckner, the trading arm of Viag.

The new company, called Thyssen Klöckner Recycling, will employ about 2,500 people.

Thyssen Sonnenberg, the Thyssen unit which will form the joint venture, reported gross profits of DM24m last year on sales of DM16m.

More than DM1bn of the sales came from steel recycling, a business which until late last year had been badly hit by a slump in steel prices.

Other activities include metallurgy, land recovery and the recycling of refrigeration plants and electronic waste.

## Vebsa increases stake in C&amp;W to 10.5%

Vebsa, the diversified German conglomerate, yesterday bought a 5.5 per cent stake in Cable & Wireless, the telecommunications group, completing a two-stage operation which gives the German group a stake of 10.5 per cent in the London-based group, writes Michael Lindemann.

Vebsa paid \$94p per share, a premium of 12p over the closing price on Wednesday.

Last week it said it would be prepared to pay a maximum price of 45p for shares in C&W until July 26, that will be six months after a telecommunications alliance was announced with C&W.

When the alliance was unveiled last week Vebsa bought a 5 per cent stake for \$95p per share. The average price for the whole share packet was just under \$90p, Vebsa said.

In return, C&W said it would take a 45 per cent stake in Vebsacom, the group's telecommunications subsidiary. A price is expected to be announced next month.

## Amgen revenues improve 21%

By Richard Waters in New York

Amgen, the biggest US biotechnology company, recorded 21 per cent growth in revenues for the final three months of last year, though reported earnings for the period were all but wiped out by a previously announced charge on the acquisition of Synergen, another biotech company.

The latest figures reinforced company claims that greater market penetration and extended applications for two products would enable

lifting full-year sales to \$328m.

The fastest growth during the year came outside the US, where sales grew 22 per cent to \$121m.

The company's second product, Eprex, saw sales increase by 20 per cent in the period to \$153m, with sales for 1994 as a whole reaching \$721m.

Revenues from royalty agreements and other sources rose 60 per cent to \$25.2m.

The latest figures reinforced company claims that greater market penetration and extended applications for two products would enable

them to continue rapid growth.

Reported profits were held back by a \$118m pre-tax write-off of technology acquired in the \$240m purchase of Synergen.

Leaving aside this charge, after-tax profits rose to \$34m in the fourth quarter, up from \$91m a year before, and reached \$48m for the year as a whole, compared with \$38m in 1993.

After the charge, reported net income was \$4.8m, or 3 cents a share, in the fourth quarter and \$31m, or \$2.27 a share, for the year as a whole.

## Ice-hockey strike hits Molson

Profits at Molson Breweries of Canada have been hit by the long-running strike by the country's ice-hockey players, AP-DW reports from Toronto.

The company reported third-quarter net income of C\$85.5m (US\$24.1m), after a C\$5.2m charge, compared with year-earlier net of C\$98.2m.

The charge in the latest quarter, ended January 1, was for the cost of the National Hockey League dispute, which started last August. Third-

quarter revenue was C\$507.2m, compared with C\$515m.

For the nine months, net income was C\$162.6m, compared with C\$182.1m, and revenue was C\$1.70bn against C\$1.68bn.

The company said net income in the latest quarter was also affected by growth in the discount beer category in Quebec, and increased operating costs, which were offset by the effect of consumer price increases and non-operating

income. Industry volume for the third quarter rose 1.3 per cent.

However, volume at Molson Breweries was hurt by the loss of National Hockey League broadcasts and sponsorship during the quarter, and fell 1.3 per cent.

For the nine months, the brewery's volume rose 0.2 per cent compared with a 1.1 per cent increase in industry volume. Molson said it maintained its leadership in the Canadian brewing industry.

## REDEMPTION NOTICE

YCM Investments N.V.

U.S. \$70,000,000

Guaranteed Secured Floating Rate Notes Due 2001

Issued April 12, 1990

NOTICE IS HEREBY GIVEN that pursuant to Sections 9.02 and 9.03 of the Indenture, \$49,000,000 in principal amount of the YCM Investments N.V. Guaranteed Secured Floating Rate Notes (the "Notes") issued and outstanding are to be called for redemption on or after the date of the "Mandatory Redemption Date" (each redemption date hereinafter referred to as a "Mandatory Redemption Date"). The Redemption Notice shall be deemed to be an amount (the "Mandatory Redemption Price") equal to the outstanding principal amount of such Notes together with accrued and unpaid interest thereon at 5.6575% through the Mandatory Redemption Date. The Mandatory Redemption Price will become due and payable upon \$49,000,000 in principal amount of Notes. The amount payable in respect of the Redemption Notice shall be limited to the Mandatory Redemption Price and interest on such Redemption Notice shall cease to accrue on the Mandatory Redemption Date.

The Redemption Notice was submitted by the Trustee by letter to the outstanding Notes. The particular Notes to be redeemed bear the following certificate numbers:

2	53	97	144	199	246	297	342	393	430	499	545	589
3	54	98	145	200	247	298	343	394	431	498	546	590
4	55	99	146	201	248	299	344	395	432	497	547	591
5	56	100	147	202	249	300	345	396	433	496	548	592
6	57	101	148	203	250	301	346	397	434	495	549	593
7	58	102	149	204	251	302	347	398	435	494	550	594
8	59	103	150	205	252	303	348	399	436	493	551	595
9	60	104	151	206	253	304	349	400	437	492	552	596
10	61	105	152	207	254	305	350	401	438	491	553	597
11	62	106	153	208	255	306	351	402	439	490	554	598
12	63	107	154	209	256	307	352	403	440	489	555	599
13	64	108	155	210	257	308	353	404	441	488	556	600
14	65	109	156	211	258	309	354	405	442	487	557	601
15	66	110	157	212	259	310	355	406	443	486	558	602
16	67	111	158	213	260	311	356	407	444	485	559	603
17	68	112	159	214	261	312	357	408	445	484	560	604
18	69	113	160	215	262	313	358	409	446	483	561	605
19	70	114	161	216	263	314	359	410	447	482	562	606
20	71	115	162	217	264	315	360	411	448	481	563	607
21	72	116	163	218	265	316	361	412	449	480	564	608
22	73	117	164	219	266	317	362	413	450	479	565	609
23	74	118	165	220	267	318	363	414	451	478	566	610
24	75	119	166	221	268	319	364	415	452	477	567	611
25	76	120	167	222	269	320	365	416	453	476	568	612
26	77	121	168	223	270	321	366	417	454	475	569	613
27	78	122	169	224	271	322	367	418	455	474	570	614
28	79	123	170	225	272	323	368	419	456	473	571	615
29	80	124	171	226	273	324	369	420	457	472	572	616
30	81	125	172	227	274	325	370	421	458	471	573	617
31	82	126	173	228	275	326	371	422	459	470	574	618
32	83	127	174	229	276	327	372	423	460	469	575	619
33	84	128	175	230	277	328	373	424	461	468	576	620
34	85	129	176	231	278	329	374	425	462	467	577	621
35	86	130	177	232	279	330	375	426	463	466	578	622
36	87	131	178	233	280	331	376	427	464	465	579	623
37	88	132	179	234	281	332	377	428	465	464	580	624
38	89	133	180	235	282	333	378	429	466	463	581	625
39	90	134	181	236	283	334	379	430	467	462	582	626
40	91	135	182	237	284	335	380	431	468	461	583	627
41	92	136	183	238	285	336	381	432	469	460	584	628
42	93	137	184	239	286	337	382	433	470	459	585	629
43	94	138	185	240	287	338	383	434	471	458	586	630
44	95	139	186	241	288	339	384	435	472	457	587	631
45	96	140	187	242	289	340	385	436	473	456	588	632
46	97	141	188	243	290	341	386	437	474	455	589	633
47	98	142	189	244	291	342	387	438	475	454	590	634
48	99	143	190	245	292	343	388	439	476	453	591	635
49	100	144	191	246	293	344	389	440	477	452	592	636
50	101	145	192	247	294	345	390	441	478	451	593	637
51	102	146	193	248	295	346	391	442	479	450	594	638
52	103	147	194	249	296	347	392	443	480	449	595	639
53	104	148	195	250	297	348	393	444	481	448	596	640
54	105	149	196	251	298	349	394	445	482	447	597	641
55	106	150	197	252	299	350	395	446	483	446	598	642
56	107	151	198	253	300	351	396	447	484	445	599	643
57	108	152	199	254	301	352	397	448	485	444	600	644
58	109	153	200	255	302	353	398	449	486	443	601	645
59	110	154	201	256	303	354	399	450	487	442	602	646
60	111	155	202	257	304	355	400	451	488	441	603	647
61	112	156	203	258	305	356	401	452	489	440	604	648
62	113	157	204	259	306	357	402	453	490	439	605	649
63	114	158	205	260	307	358	403	454	491	438	606	650
64	115	159	206	261	308	359	404	455	492	437	607	651
65	116	160	207	262	309	360	405	456	493	436	608	652
66	117	161	208	263	310	361	406	457	494	435	609	653
67	118	162	209	264	311	362	407	458	495	434	610	654
68	119	163	210	265	312	363	408	459	496	433	611	655
69	120	164	211	266	313	364	409	460	497	432	612	656
70	121	165	212	267	314	365	410	461	498	431	613	657
71	122	166	213	268	315	366	411	462	499	430	614	658
72	123	167	214	269	316	367	412	463	500	429	615	659
73	124	168	215	270	317	368	413	464	501	428	616	660
74	125	169	216	271	318	369	414	465	502	427	617	661
75	126	170	217	272	319	370	415	466	503	426	618	662
76	127	171	218	273	320	371	416	467	504	425	619	663
77	128	172	219	274	321	372	417	468	505	424	620	664
78	129	173	220	275	322	373	418	469	506	423	621	665
79	130	174	221	276	323	374	419	470	507	422	622	666
80	131	175	222	277	324	375	420	471	508	421	623	667
81	132	176	223	278	325	376	421	472	509	420	624	668
82	133	177	224	279	326	377	422	473	510	419	625	669
83	134	178	225	280	327	378	423	474	511	418	626	670
84	135	179	226	281	328	379	424	475	512	417	627	671
85	136	180	227	282	329	380	425	476	513	416	628	672
86	137	181	228	283	330	381	426	477	514	415	629	673
87	138	182	229	284	331	382	427	478	515	414	630	674
88	139	183	230	285	332	383	428	479	516	413	631	675
89	140	184	231	286	333	384	429	480	517	412	632	676
90	141	185	232	287	334	385	430	481	518	411	633	677
91	142	186	233	288	335	386	431	482	519	410	634	678
92	143	187	234	289	336	387	432	483	520	409	635	679
93	144	188	235	290	337	388	433	484	521	408	636	680
94	145	189	236	291	338	389	434	485	522	407	637	681
95	146	190	237	292	339	390	435	486	523	406	638	682
96	147	191	238	293	340	391	436	487	524	405	639	683
97	148	192	239	294	341	392	437	488	525	404	640	684
98	149	193	240	295	342	393	438	489	526	403	641	685
99	150	194	241	296	343	394	439	490	527	402	642	686
100	151	195	242	297	344	395	440	491	528	401	643	687
101	152	196	243	298	345	396	441	492	529	400	644	688
102	153	197	244	299	346	397	442	493	530	399	645	689
103	154	198	245	300	347	398	443	494	531	398	646	690
104	155	199	246	301	348	399	444	495	532	397	647	691
105	156	200	247	302	349	400	445	496	533	396	648	692
106	157	201	248	303	350	401	446	497	534	395	649	693
107	158	202	249	304	351	402	447	498	535	394	650	694
108	159	203	250	305	352	403	448	499	536	393	651	695
109	160	204	251	306	353	404	449	500	537	392	652	696
110	161	205	252	307	354	405	450	501	538	391	653	697
111	162	206	253	308	355	406	451	502	539	390	654	698
112	163	207	254	309	356	407	452	503	540	389	655	699
113	164	208	255	310	357	408	453	504	541	388	656	700
114	165	209	256	311	358	409	454	505	542			



## INTERNATIONAL COMPANIES AND FINANCE

## Core of domestic holders sought for Telefónica

By Tom Burns in Madrid

The Spanish government is planning to take a leaf out of the French privatisation book by offering part of its equity in Telefónica, the telecommunications company, to a core of domestic shareholders.

Mr Narcís Serra, deputy prime minister, and Mr Pedro Solbes, finance minister, yesterday put the project to the chairman of Telefónica, the government-controlled banking group, of Banco Bilbao Vizcaya (BBV), the retail bank, and of La Caixa, the Barcelona-based savings bank which is Spain's biggest financial institution.

Government officials said the initial idea was for the three institutions to buy about one-third of the 32 per cent shareholding in Telefónica that is owned by Patrimonio del Estado, the portfolio company controlled by the finance ministry. Ten per cent of the telecommunications company is worth about Ptas100 (\$1.4m).

The plan represents a reversal of previous policy over the state's ownership of Telefónica and is believed to have irritated Mr José Borrell, the transport and communications minister, who opposes any dilution of the government's equity in the company. Mr Borrell sets telephone tariffs and is responsible for the deregulation of the domestic telecommunications sector.



Narcís Serra: presented project which reverses earlier policy

Argentina, under Mr Francisco Luján, chairman, earlier this week acquired an option to buy up to 10 per cent of Telefónica's cellular division and expressed an interest in buying into the parent company to become one of its leading institutional shareholders.

Similar willingness has been signalled by both La Caixa, which already owns just over 3 per cent of Telefónica, and by BBV, which recently failed in its bid to acquire a second cellular licence to compete with

the one that will be installed by Telefónica.

BBV and Argentina own some 2 per cent each of the telecommunications company and, like La Caixa, are represented on its board.

The decision to allow the three institutions to build up their stakes in Telefónica mirrors the French government's policy of balancing its privatisation of groups such as Elf Aquitaine and Banque Nationale de Paris, with selected equity placements among companies brought together to form a stable "shareholders' club".

The Spanish move has been principally dictated by an urgent need to trim the budget deficit and by the prospect that depressed market conditions are likely to delay indefinitely global offerings of government-owned equities in Endesa, the electrical utility, in Repsol, the energy group, and in Argentina itself, which is 52 per cent owned by the Patrimonio del Estado.

The likelihood of a change to Telefónica's equity structure could delay a long-awaited purchase of part of Tisa, the company's international division, by GTE, the US operator.

Officials said it would be logical to settle first the core shareholding in the parent company before finalising negotiations over Tisa with GTE.

## Long and tortuous road to profitability

Japan's petrochemicals industry is bidding for survival, writes Michiyo Nakamoto

The move this week by two Japanese petrochemical makers, Showa Denko and Nippon Petrochemicals, to integrate substantial parts of their synthetic resins business, was a bid for survival in the face of tough competition.

The decision also marks a significant step on the path to consolidation in the Japanese petrochemicals industry which has suffered from overcapacity, a shift of customers to overseas production and weak prices.

The two companies are to merge their polyethylene and polypropylene businesses this autumn to create one of the largest synthetic resins manufacturers in the country. "It is a drastic step taken in order to survive when competition both at home and overseas is fierce," commented Mr Mesahiko Furukawa, chairman of the Japan Petrochemical Industry Association.

He also regarded it as "a direction for the future state of the industry". The newly created company's manufacturing capacity of 320,000 tonnes puts it in the top rank among Japanese manufacturers in the

	Japanese ethylene production		
	Production (in tonnes)	Production capacity	Utilisation (%)
1988	5,07	5,28	95.8
1989	5,80	5,80	96.8
1990	5,81	6,12	94.9
1991	6,14	6,42	95.6
1992	6,10	6,77	90.1
1993	5,77	6,77	85.2
1994*	6,03	6,79	88.9
1995*	6,38	7,40	86.2
1996*	6,70	7,40	90.5

Source: Japan Capex

production of polyethylene, used to make products such as packaging film and fuel tanks.

The merger will also create a company which will compete for the top slot in manufacturing capacity for polypropylene with Mitsubishi Chemical, Japan's largest all-round chemical manufacturer. Polypropylene is used to make a range of products, including bottles, film and textiles.

Last October two Mitsubishi companies, Mitsubishi Kasei and Mitsubishi Petrochemical, merged to create Mitsubishi Chemical, the largest in Japan and the eighth largest worldwide.

The industry, where 11 manufacturers compete for the market in ethylene products and more than 10 produce

petrochemicals in general, is poised for further consolidation. A reduction in the number of companies in Japan's petrochemicals industry has long been seen as critical if the industry is to return to health.

After a market surge in the late 1980s when the Japanese economy was boosted by inflated asset prices, petrochemical manufacturers increased capacity significantly, only to be faced with overcapacity when the asset bubble burst.

For example, ethylene production capacity rose from 5.2m tonnes in 1988 to an estimated 6.7m tonnes last year, according to research by James Capel.

Then, when the Japanese

economy went into recession demand for petrochemicals slumped and customers in industries ranging from vehicles to electronics became increasingly price-sensitive.

This reduced capacity utilisation from a peak of 96.8 per cent in 1989 to under 90 per cent last year, James Capel notes.

While overall demand for petrochemicals has firmed, strengthened by export demand and a moderate recovery in the domestic market, supply is also increasing. Analysts, therefore, do not expect capacity utilisation rates to rise above 90 per cent for the next few years.

That will make it difficult for Japanese companies to push through price increases and repair their margins.

In addition, users in the vehicle and electronics industries are moving production overseas in their search for expanding markets and lower costs. As they do so, they have become more willing to experiment with cheaper foreign products.

Chano, industry analyst at James Capel notes in a recent report.

While the step taken by

Showa Denko and Nippon Petrochemicals towards consolidation is applauded, analysts are sceptical of its likely impact on the company's and the industry's overall profitability.

"The merger will enable the new company to save on research and development and distribution costs and, by relieving the parent companies of loss-making divisions, will improve their respective profits."

However, the creation of a large company does not in itself improve the prospects for better profits. "Size is irrelevant," says Mr Masato Makiyama, industry analyst at Salomon Brothers. He adds that even a larger company will not be able to raise prices without improving the supply situation. "The question is whether they can get rid of capacity."

The creation of Mitsubishi Chemical from the two Mitsubishi companies, for example, did not reduce capacity.

Japan's petrochemical industry may be moving towards consolidation, but the road to profitability is still a long and tortuous one.

## Regulator agrees to Weddel sale

By Terry Hall in Wellington

The New Zealand Commerce Commission has agreed to allow a consortium of North Island meat companies to buy the assets of Weddel, the former UK-owned meat company which collapsed last year, and then close the chain of works.

The move is designed to improve the financial position of the New Zealand companies, which have seen a steady decline in sheep numbers. The national flock has fallen by more than 20m to 50m in the past decade.

The collapse of the Weddel company, which had been owned by the Vestey family for nearly a century, was widely blamed on intense competition between the companies for stock.

This led to bidding wars and high prices being paid to farmers for export-grade animals. The commission's decision followed a hearing into monopoly fears over the permanent closure of nine works.

The Weddel receiver, Mr Alan Isaac, welcomed the commission's decision, saying the consortium's offer - no financial details have yet been revealed - was considerably better than others received. Most of the other bids were from organisations that wanted to buy single plants and reopen them.

## Australian watchdog blocks merger

By Nikki Tait in Sydney

Australia's Trade Practices Commission, the country's competition watchdog, has blocked plans by Caltex Australia - ultimately owned by Chevron and Texaco in the US - and Pioneer International, to merge their respective petroleum marketing and refining operations into a market-leading business with annual sales of almost A\$6bn (US\$4.53bn).

Opposition to the merger, announced by the companies in December, comes as a surprise. Caltex Australia and Pioneer, which sells petroleum through the Ampol label, are the smallest of the five players in the sector.

Although the deal would have created a new market leader, the companies claimed that the Ampol-Caltex merger would not substantially exceed that of Shell Australia, the current market leader.

Shell, for example, is said to have a 26.7 per cent market share, while Caltex-Ampol would have about 28 per cent. (The other players are BP and

Mobil with about a fifth of the market each.) The proposed merger, claimed Caltex and Pioneer, "would create a fourth, equally matched, force in the industry, better able to compete with the three other foreign-owned companies".

However, the TPC has ruled that the merger "would reduce the degree of independent operation among the majors, and be likely to result in an increase in petrol prices to consumers as well as an increase in the profit margins of the majors". It added that it was

particularly worried about the impact on independent whole-salers and retailers.

Caltex and Pioneer said that they "strongly disagreed" with the TPC's view, and were considering challenging the ruling in Federal Court. They added that they had obtained advice "from senior counsel and a leading industrial economist" that the merger was not anti-competitive.

Shares in Pioneer fell 15 cents to A\$3.03, while Caltex Australia closed unchanged at A\$3.33.

## Australis Media confirms talks

By Nikki Tait

Australis Media, Australia's first pay-TV operator, yesterday confirmed that it had discussed "areas of possible co-operation" with Rupert Murdoch's News Corporation and Telstra, the large government-owned telecommunications group.

News and Telstra have already joined forces to develop a cable-based pay-TV network, although most of the infrastructure work has yet to be carried out. Australis, which holds one of the two commercially-available satellite licences, is at a more advanced stage: it began the delivery of pay-TV last week, although the number of people receiving services is small and the range of services currently

available is limited.

Australis first admitted that it was holding talks with News during its annual meeting in November, but declined to specify the nature of the discussions. Speculation that the News-Telstra talks might result in the telecommunications group taking a minority stake in Australis pushed shares in the company four cents higher to A\$1.04. News shares rose 21 cents to A\$5.39.

The board of NEMA, the Australian motor insurer, yesterday voted in favour of continuing to pursue a demutualisation plan. The group, which provides motor services and insurance and is owned by its members, hoped to demutualise - that is, turn itself into a shareholder-owned company - and proceed with

an A\$2bn-plus (US\$1.5bn) stock market listing last year.

Opponents of the plan successfully challenged the group's prospectus in court, claiming it was misleading. Further rationalisation of Australia's grocery sector could be in sight after Davids, the leading independent grocery wholesaler and the third largest seller of branded groceries, said it was seeking approvals from the Trade Practices Commission, the competition watchdog, to acquire Composite Buyers, another Victoria-based grocery wholesaler.

Davids suggested all-share offer values Composite at just under A\$30m, although Composite suggested the offer was on the light side, and would look for an improvement.

## Mandarin buys Honolulu hotel

By Simon Holberton in Hong Kong

Mandarin Oriental, the Jardine-controlled hotels group, yesterday announced an expansion into Hawaii with a US\$40m acquisition of a 40 per cent interest in the Kahala Hotel in Honolulu.

The hotel, which is overlooked by its own bay and is located near Waikiki beach, will be renamed Kahala Mandarin Oriental after it reopens for business early next year. Mandarin will manage the 370-room hotel.

Mandarin said the hotel had not been trading profitably in recent years, but its equity injection of \$40m and bank finance of a further \$35m would provide the resources for a renovation programme.

## Murdoch may expand stake in Fairfax

Mr Rupert Murdoch has left open the possibility of his News Corporation media group doubling its stake in the Australian newspaper publisher John Fairfax Holdings from 5 to 10 per cent, Reuters reports from Canberra.

The Sydney Morning Herald newspaper, which is owned by Fairfax, said that when asked what he intended to do with his existing stake, Mr Murdoch said: "Make it 10 per cent".

However, the newspaper said he later added that he had not decided when he might buy additional shares or how many he might buy.

Mr Murdoch was quoted as saying the investment was practical. "While we have spare cash, it's a useful place to leave it."

But he said he would not be interested in increasing the stake much beyond 10 per cent. "I have no intention of going to 20 per cent and tying up all that money," he said.

Mr Conrad Black, the Canadian media proprietor whose company The Telegraph owns about 25 per cent of Fairfax, was reported as saying that News Corp would be welcome on Fairfax's share register.

## Chiat/Day joins Omnicom group

By Richard Waters in New York

Chiat/Day, the US advertising agency which became one of the most renowned creative houses of the 1980s, is to merge with TBWA, a subsidiary of advertising group Omnicom.

The merger will create an agency with annual billings of nearly \$2.5bn, making it the 14th largest in the world, said Mr Bill Tragos, head of TBWA.

The move was seen in the industry as a way for Mr Jay Chiat, who founded the California-based agency in 1968 and is now aged 58, to reduce his involvement in the business. He will act as a consultant to the agency in future.

Mr Tragos said the merger reflected the need for greater international reach in the advertising business. "Despite being one of the most famous agencies in the US, it is very, very difficult for them [Chiat/Day] to start to grow internationally," he said.

Chiat/Day first rose to prominence in 1984 with a television advertisement for Apple Computers which featured a hammer being cast

through a computer screen.

Among its other famous campaigns is the Energiser Bunny, the long-running saga of a drum-beating rabbit with a battery that never runs down.

The agency has made a name for its creative approach to running its office as well as its advertising accounts. Its "virtual office" is widely talked about as a possible model for the way professional services companies will be run in the future: staff share desk space and work largely from customers' offices or home, with much of their communication handled electronically.

Mr Tragos said that TBWA would give up its own office space in New York and move into the Chiat/Day "virtual office". TBWA, which generates three-quarters of its billings in Europe, was itself bought by Omnicom in 1993.

Mr Tragos said the agency had also embarked on a series of acquisitions in Latin America intended to build a network across the region which mirrors its presence in Europe, where TBWA now claims a presence in every country except Ireland and the Baltic states.

**The Financial Times plans to publish this Survey on Emerging Markets on Monday, February 20.**

The survey will focus on issues such as emerging market funds, privatisation and the debt & equity markets.

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**Frank Giustra, President of Yorkton Securities Inc. is pleased to announce the appointment of Dr. Brian S. McBeth to head the company's newly formed Oil and Gas Group in London, England.**

Since obtaining his doctorate from Oxford University in 1980, Dr. McBeth has specialized in the Oil and Gas industry, figuring prominently in the research area and heading the oil departments of several leading British brokerage firms before becoming an international consultant in 1989. His clients have included The Oxford Institute for Energy Studies, British Petroleum, Shell International, Euromoney Publications, The Economist Intelligence Unit and The London School of Economics. In addition, he is closely associated with the Latin American Centre at Oxford University. He is a widely published author of several books and articles on energy in Latin America and the United Kingdom, and has just completed a major book on Global Privatization.

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## COMPANY NEWS: UK

Bid possible for group or just for US coal business

## Costain entertains possible takeover

By Andrew Taylor,  
Construction Correspondent

The share price of Costain rose by almost 7 per cent yesterday, by 14p to 24p, after the troubled construction company announced that it was involved in talks which could result in the sale of the group.

Costain said it was having discussions with a number of parties involving the possible sale of either its remaining US coal business or "the group as a whole".

It had been forced to make the announcement after recent share price movements. Speculation on Wednesday that Hanson, the UK and US conglomerate, might be prepared to mount a bid sparked the initial share price rise.

Peabody, a Hanson subsidiary, acquired Costain's Australian coal interests in a deal worth £120m (\$300m) in 1993. Costain has since sold the most profitable part of its US coal interests for \$75.5m to a subsidiary of Philip Holzmann, the German construction group.

Analysts last night said Hanson was unlikely to be interested in the remaining

US coal business.

It was even less likely that the conglomerate, which only two years ago sold the former Besser construction division to employees and management for £25m, would want to re-enter a low margin UK contracting business suffering from substantial over-capacity.

For the same reasons, other large UK construction companies with existing building and civil engineering interests would be very reluctant purchasers.

A more likely UK purchaser might be Bovis, the international construction management arm of the P&O shipping group, which has no civil engineering capacity. Bovis has recently been a partner with Costain in tendering for work in east Asia and for privately financed infrastructure projects including some to design, build, finance and operate roads in the UK.

Continental European construction companies might also be prepared to bid for the group to gain a foothold in the UK market. Previous UK purchases and stake building by continental Europeans, how-

ever, have been unsuccessful including the purchase by Hochtief, the German contractor, of a 25 per cent stake in Rush & Tompkins which went into receivership in 1990.

Possible bidders for Costain, according to analysts could include Holzmann and Bouygues of France. Costain having sold its coal mining and commercial and residential property interests to reduce large borrowings is left with its UK and international contracting operations.

Its shrunken balance sheet, however, is thought to be too small to support a large portfolio of his construction projects, particularly if these require equity investment.

Costain's share price plunged from a high of 32p in September 1987 to a low of 17p in 1992.

Net debt at the end of June last year was still £83m, representing a 30 per cent increase in spite of the company raising £15m from two rights issues in 1991 and 1992, and selling its Australian mining and UK commercial and residential property operations.

## Rewe attacks Budgens for discount retreat

By Andrew Fisher in Frankfurt  
and David Blackwell in London

Rewe, Germany's largest food retailing concern, has unleashed a stinging attack on Budgens of the UK for abandoning its Penny Market discount venture after less than two years.

The German company charged Budgens, in which it has a 29 per cent stake, with making a "crassly mistaken decision". It said the UK company had sacrificed long-term corporate strategy to short-term dividend considerations and not given the concept time to work.

Mr Christian Williams, executive director, was "absolutely shocked" at Rewe's outburst. Rewe's management had been aware since May of the board's predicament as it struggled to find a mutually satisfactory solution to Penny Market's losses.

Mr Helms-Otto Lühr, Rewe's representative on the Budgens board, had voted against the decision on Monday to pull the plug on Penny Market, said Mr Williams. But he had not shown fierce opposition, and he had not voted against the interim dividend.

Budgens' decision to pull out of the discounting experiment, which it entered on the basis of Rewe's successful Penny dis-

count market formula, was announced this week.

Budgens said conditions had changed since the 12 Penny Markets were opened in England, with more competition and pressure on prices.

Rewe, which is organised along co-operative lines and has a turnover of some DM40bn, (£26bn) said Budgens' decision to close most of the Penny discount outlets and sell the rest was taken against Rewe's will. "In Germany, it took many years for discounting to make a breakthrough in the food market."

It added that the start-up losses of the first Penny Markets in England were roughly as expected, bearing in mind the competitive and stinging difficulties associated with transforming Budgens supermarkets into low-price discount stores.

In Germany, where the Penny name is well known, it takes two or three years for profits to appear, Rewe said.

Mr Williams said the retreat had been a very tough decision. But the board had acted in the interests of all shareholders, including Rewe.

## Bowthorpe plans to buy Metrosonics

Bowthorpe, the electronics and electrical group, has signed a conditional agreement to acquire Metrosonics, a Rochester, New York-based company, for a maximum \$15.4m.

The consideration will be settled by an initial cash payment of \$12.5m, followed by a deferred profit-related payment not exceeding \$2.9m.

Bowthorpe also said that trading in the last quarter of 1994 had grown ahead of expectations. It was not, however, thought that this rate of growth would continue throughout the whole of 1995.

The initial payment is subject to a post-completion adjustment dependent upon the audited net worth of Metro-

sonics at January 31 1995 being not less than \$2.2m. The net worth at end-January 1994 was \$3.7m.

The contract is conditional upon approval by Metrosonics' stockholders and upon its certified profit before tax and bonuses for the year to January 31 1995 being not less than \$1.45m. Adjusted pre-tax profits for the 1994 year were \$1.3m.

Metrosonics has interests in monitoring of noise pollution, indoor air quality, toxic gases and heat stress in workplaces as well as the manufacture of high specification instruments for measuring the quality and quantity of power supplied by public utilities.

## Homart Europa for IMI

IMI, the international engineering group, is paying about £13.5m cash for Homart Europa.

The Dutch company markets direct fired water heaters, mainly in the Benelux countries and France, under the Sentry brand.

Mr Peter Roberts, executive

director, said Homart would join the water heating division of IMI Building Products.

"It complements our recent acquisition of Andrews Water Heaters and provides a springboard into Europe for our expanding range of gas burning products," he added.

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## Hope for Costain

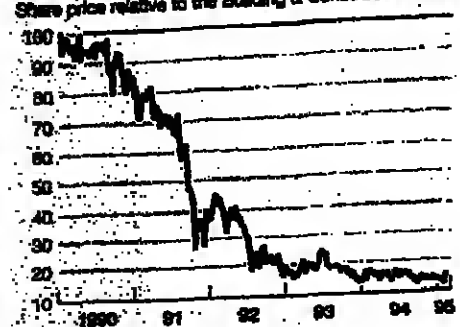
The UK construction industry has had a hard time since the heady days of the 1980s. Competition is fierce and margins are under thin, as reflected in the dire performance of the sector against the market as a whole - down 65 per cent since the turn of the decade.

But the performance of Costain is especially grim. Its shares have underperformed the construction sector by 80 per cent over that time. The value of the company has dwindled to under £100m from more than £1bn in 1990, with a series of strategic and operational miscalculations. In recent years the company made three diversifications, into property, housebuilding and mining, and in each case it has had to stage a costly retreat. Those investors who maintained their faith have been poorly rewarded. They have coughed up £160m in rights issues since 1991. The first was at what now seems a fantastic 150p per share, the latest at 50p, still well above yesterday's closing price of 24p.

Shareholders can only cross their fingers and hope that the talks announced yesterday do lead to an agreed bid. The core construction business, with £500m of turnover and a chance

Costain

Share price relative to the Building & Construction Index



Source: FT CompuShare

of making a 2 per cent profit margin this year, is undercapitalised but fundamentally sound. Sell off of the remaining property and mining interests, albeit at a substantial loss, and the group would become cash positive. This may prove attractive to a friendly bidder, but the price is unlikely to be generous.

## Marmon buys coal mining offshoots from Charter

By Tim Bart

Charter, the UK engineering group, yesterday announced its withdrawal from the coal industry following the sale of two mining subsidiaries to Marmon Group, the privately-owned US conglomerate.

The Chicago-based company, owned by the entrepreneurial Pritzker family, has agreed to pay Charter \$46m for Anderson Group, the manufacturer of coalface machinery, and National Mine Service, its US mining equipment distributor.

Mr Jeffrey Herbert, Charter's chief executive, said the disposal would enable the group to concentrate on its core building materials, welding and rail equipment activities.

"Reduced demand and struc-

tural changes in coalmining has made it less attractive, and I believe there are greater benefits to shareholders by investing in other businesses," he said.

Charter underlined that strategy last month by selling Shand Mining, its Indiana coal-mining subsidiary, for \$5.5m with promised royalty payments of \$15m over the next 10 years.

Funds from the disposals will be used to reduce the group's borrowings to \$150m, equivalent to gearing of about 70 per cent.

Those borrowings increased sharply last summer when Charter assumed \$130m of debts owed by Eash, the Swedish welding company which it acquired for \$285m.

Although the latest disposals

represented a loss against the subsidiaries' \$49.5m combined book value, Mr Herbert said the shortfall would be covered by goodwill write-offs and should not affect profits.

In the 12 months to March 31 last year, Anderson and National Mine Service contributed profits of \$1.9m - 3.8 per cent of Charter's \$50.1m pre-tax profits.

The Pritzker family, better known as the owners of the Hyatt hotel chain and for tobacco production and property, is expected to integrate the newly acquired companies into Marmon's existing mining subsidiaries.

Anderson's UK employees, meanwhile, were told yesterday that the US group would be making a substantial investment in plant and equipment.

## Bibby to dispose of Makin to API

J Bibby & Sons has signed a letter of intent about the sale of 181 Makin Converting to API Group. Bibby said discussions were proceeding but the offer was worthy of full consideration and a further announcement would be made later.

Makin, which converts paper and board for use in the packaging industry, reported sales of £13m (\$20.5m) for the year to September 24 and net assets of £3.5m at the period end.

Bibby, the conglomerate which is 79 per cent owned by Barlow of South Africa, also said that the three months to December 31 1994 had seen a significant recovery in profitability.

Mr Richard Mansell-Jones, chairman, told the annual meeting that the main improvement had been in the capital equipment division. There had been increased demand in Spain and a significant improvement in after-sales activities there and in Portugal.

Materials handling maintained its steady climb out of recession in the UK and more recently Europe. In the US sales of new equipment had been static.

The company fell into losses of £10.7m last year after exceptional charges of £30.5m relating to the sale of its agricultural feeds business to Associated British Foods.

## Thomson strengthens its UK grip

By Scheherazade Daneshmand  
Leisure Industries  
Correspondent

Thomson Travel, part of the Canadian Thomson Group, has strengthened its grip on the UK domestic tourism market by acquiring the cottage holiday letting business of Blakes Holidays.

Neither side would say how much Thomson was paying, but the sum is thought to be between £5m and £8m.

The acquisition was made by Country Holidays, the UK's largest holiday letting company, which Thomson, the UK's largest overseas holiday company, bought last August.

## Acquisitions help Fyffes show advance to I£36.1m

By David Blackwell

Acquisitions helped Fyffes, the Dublin-based fruit and vegetable distributor, to lift turnover by 44 per cent last year.

However, net income from financial assets was more than halved to £24.3m, keeping the rise in profits to just under 14 per cent.

Pre-tax profits for the year to end-October were £36.1m (£55.5m) against £31.8m, on sales up to £597m, compared with £528.2m.

Operating profits from continuing operations were £27.9m on sales of £572.8m, while acquisitions contributed £29.9m on sales of £219.2m.

Mr John Ellis, chairman, said that organic growth would continue, although there would be no surge because of the EC banana regime, which made it "very difficult to get extra space" in the market.

However, he attacked recent criticism of the European banana regime as missing the point.

"Our margins aren't that much different to before

the regime," he said.

Without the regime the traditional Caribbean suppliers would be unable to continue in the business. They were getting nearly \$10 a box, compared with \$5 to \$6 a box for the Latin American producers.

Fyffes was fortunate to be in a market where demand for healthy, additive-free eating was increasing. However, acquisitions were much more important.

The fall in net interest

reflected both a decline in rates and a fall in the cash pile from £92.4m to £56.3m as the group bought European businesses.

In the past couple of years it has made six acquisitions in Europe, and it now operates in France, Spain, Denmark, the Netherlands and Germany.

"We are in a healthy position," said Mr Ellis. "We are probably the only player in our market that has a positive balance sheet."

The group would be careful to find the right partner before making any further purchases. "The reason we had nearly £100m of cash was that we did not want to take risks."

Earnings per share were up 15 per cent at 7.02p (6.1p). A final dividend of 1.0994p (0.9979p) is proposed, taking the total for the year to 1.5158p.

Margins are not high at 3.5 per cent, but they are stable. Profits this year are expected to be £41m, without further acquisitions, putting the group on a prospective multiple of 13.

## P&P almost doubles to £8m, bolstered by acquisitions

By Geoff Dyer

Boosted by two acquisitions, pre-tax profits of P&P, the computer hardware group, almost doubled from £4.1m to £7.5m (£12.5m) in the year to November 30.

Turnover at the company, which is transforming itself from a distributor to an information technology services group, grew by 21 per cent to £263.9m (£217.3m) with acquisitions contributing £20.4m.

QA Training, the UK market leader for technical training in desktop computing, which was acquired in August, and Computers for Business (Scotland), bought in May, added £2m to profits - ahead of the company's expectations.

Mr John Atkin, finance director, said that the company had seen growth across the range of its businesses. Operating profit from continuing business was ahead 30 per cent at £5.9m (£4.5m).

Turnover from continental Europe jumped to £53m (£29.5m) after revenues from the Swedish specialist distribution business doubled. Sales of products and services in the UK increased 26 per cent to £150.3m (£119.7m).

Mr David Southworth, managing director, said: "We are half way through a five-year



David Southworth: leading P&P through a programme of change

programme of change. We want to consolidate so that we can offer a seamless P&P brand to major corporate customers."

Margins, currently 3 per cent, are to be increased to 5 per cent. Net assets fell to £37.3m (£40.4m) after a goodwill write-off from the acquisitions of £22m and an £8.5m rights issue in August.

Earnings per share jumped

to 8.2p (4.1p), helped by a lower tax rate of 34 per cent (42 per cent) after losses at the Belgian subsidiary, which do not qualify for tax relief, were reduced.

The final dividend is 1.65p (1.2p), making 2.6p for the year, up from 2p.

Analysts predict pre-tax profits for next year of £10.5m and earnings of 8.5p. But it is still trading at a 30 per cent discount to the sector.

## Alleviating the strain of growth

James Whittington on how nursing homes can raise funds to expand

Over the past few years, the nursing home sector has developed a voracious appetite for capital. Fuelled by changes in demographics and government policy, the market for long-term beds for the elderly and chronically ill has grown rapidly to an annual worth of about £7bn.

More important, thousands more new beds will be needed by the end of the century to meet the rising demand.

Quoted operators of nursing homes make up less than 5 per cent of the overall market, but their expansion has easily outpaced the sector as a whole.

Since the start of 1993, the 12 quoted operators have raised more than £325m in either rights issues or flotations and they now have an aggregate market capitalisation of about £900m, says Mr Richard Williams, a healthcare analyst at UBS.

All the leading operators have been encouraged by estimates from Laing & Buisson and other healthcare consultants that about £3bn of new investment in nursing and residential homes will be needed by 2000 to meet demand.

Consequently they are hatching plans for yet more rapid expansion. Exactly where such large amounts of finance will come from, however, has concerned both operators and analysts. Many, such as Mr Andrew Richmond at stockbroker Colliers Stewart, have argued that traditional forms of equity and debt funding no longer meet the sector's capital demands.

"The sector needs access to more forms of off-balance sheet funding, which will allow operators to concentrate on man-

agement of their homes while others provide the capital," Mr Richmond argues.

Among quoted operators, Associated Nursing Services has been the most adventurous. It has arranged various off-balance sheet finance arrangements by setting up joint venture companies with Barclays de Zoete Wield and Nash Sells, the venture capital company.

The basic principle is that finance is provided by the joint

venture partner - therefore not added to the operator's assets - and the profits are split.

However, the launch of Nursing Home Properties, an investment fund which specialises in financing nursing home operators, has begun to formalise the procedure for the first time in the UK. The company will today announce a £15m placing, after which there will be a retail offer of up to £15m.

NHP is modelled on the US companies known as real estate investment trusts, which offer sale and leaseback finance to a range of sectors.

Existing portfolios and new homes are sold to the REITs, and then leased back for between 15 and 25 years with rents normally linked to inflation and turnover.

Mr Richard Elliott, chief exec-

utive at NHP, says one advantage of sale and leaseback finance is that it separates the ownership from the operation of the nursing homes. "This makes sense, because the skills of the operator are in management. It allows companies to increase their earnings without taking on more assets."

Dr Nick Dhandse, chief executive of ANS, which has arranged a £12.5m facility with NHP, says the idea is "great news for a cash-hungry busi-

ness". He explains that it will allow nursing home operators to combine equity, debt and sale and leaseback arrangements to provide a blended mix of finance.

"The attraction of NHP is that it avoids adding to



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COMMODITIES AND AGRICULTURE

Comex move to increase competition with London

By Laurie Morse in Chicago

Competition between the London Metal Exchange and the New York Mercantile Exchange's Comex division will intensify on March 23, when Comex copper futures will be listed for overnight trading on the Nymex Access after-hours computer trading system.

The hours for the electronic session will be from 4pm to 8pm, New York time, leaving substantial overlap with the London exchange.

That exchange recently announced it would open copper warehouses in New York, "drawing first blood", in the

battle for copper customers, said Mr Daniel Rappaport, Nymex chairman. Until this year the two big metals markets had been careful not to compete head-on.

Comex silver and gold futures will also be added to Access for overnight trading on March 23. There are 10 Access terminals operating in London, and about 100 in New York.

Mr Patrick Thompson, Nymex president, said: "One of the key goals in accomplishing the Nymex/Comex merger this past August was to utilise existing exchange resources to expand the metals markets to their full global potential."

"Access will allow our over-

seas market participants to manage risk in these markets during their own business hours, will provide the metals industry with virtually around the clock price transparency, and will offer reliable risk management tools to use in response to overnight world events."

He said other copper contract refinements, including extending options dates, are also in process.

The Nymex on Monday also extended the trading hours for the open outcry copper trading session in New York. The new trading schedule, which begins at 8.10am and ends at 2.30pm, New York Time, opens the pit more than one hour earlier.

Latin America yields golden opportunities

Newmont's project in Peru has exceeded all its expectations, writes Sally Bowen

Mining experts and investors flew into Peru's northern department of Cajamarca this week for the inauguration of the rich and profitable Yanacocha deposit's second phase.

Yanacocha, which is producing 450,000oz a year, is not only Latin America's biggest gold producer but also has the world's highest heap leach operation in terms of output. This is the system where ore is piled on an impermeable plastic sheet and sprinkled with a weak cyanide solution. The acid leaches gold from the ore and the precious metal is later recovered from the liquid collected from the heap.

Yanacocha is also Latin America's most profitable gold mine, with operating costs of around \$135 an ounce. The porous and crumbling ore needs no treatment - not even crushing - before leaching. A blast of dynamite allows front-loaders and trucks to move in, scoop up the ore and deposit it directly on to leach pads. There, after flattening by bulldozers, irrigation by cyanide begins.

"Results have exceeded all our expectations," said Mr Ronald Cambre, president and chief executive of Newmont Mining, at the mine opening. "And just as exciting is the fact that we have only begun to define the potential of the area's 14 known anomalies (indications of mineralisation)."



Newmont has 38 per cent of Yanacocha and runs the operation. The other shareholders are the long-established Peruvian Buenaventura mining group with 22 per cent and France's BRGM with 25 per cent. IFC, the World Bank's investment arm, has the remaining 15 per cent.

Mr Len Harris, vice-president of Newmont's Latin American operations, says IFC has put up about 70 per cent of the \$45m in foreign funds received by Yanacocha so far. The rest has come from the Union Bank of Switzerland and DBG, the German state-owned bank.

Investment in the first stage of the project has totalled \$88m and, this year, another \$30m will be spent on expanding the 26,000ha site and 100m on further exploration. Most of the profits have been ploughed back into the operation but

shareholders can expect a good dividend this year.

Maqui Maqui, the second deposit, has minable reserves of almost 45 tonnes averaging 1.7oz gold a tonne, high for a leaching operation. This compares with about 27 tonnes at 1.38oz a tonne in the first deposit, Carachupa.

Yanacocha is located 560km north of Lima in the northern Andean department of Cajamarca, historically a poor, if picturesque, agricultural area. Gold was mined during the Inca and colonial periods, but low grades and the disseminated nature of the mineral prevented large-scale development until heap-leaching technology advanced in the 1980s.

Newmont and Buenaventura formed their initial association to explore the area in 1984. Mr Cambre paid tribute to the patience of the partners who then "watched and waited through eight years of political unrest" until the Fujimori administration provided a stable economy and a co-operative government "in which the find could be exploited."

Newmont's US board gave the green light to development of Carachupa, the first deposit, in July 1992 - a bold decision, as it was taken at the height of guerrilla violence in Peru. Yanacocha was pouring its first gold within 14 months. In its first full year of operations, Carachupa produced 250,000oz.

Feasibility studies on the second promising anomaly,

Maqui Maqui, began almost immediately. Using existing plant installations for ore treatment - Yanacocha uses the Merrill Crowe system with activated carbon and subsequent refining to produce doré bullion - Maqui Maqui came on stream last November, just 10 months after the board's go-ahead. That boosted Yanacocha's total 1994 output to 305,000oz, 41 per cent higher than projected for the year.

All Yanacocha's gold is exported. The doré - 70 per cent gold and 30 per cent silver - is airfreighted to Europe for refining. Half of the current production goes to the UK's Johnson Matthey, and half to Switzerland. Sales this year should top \$160m.

Environmental protection is also a salient and, for Peru, unusual feature of the Yanacocha operation. Practices "parallel the best environmental engineering methods anywhere in the world", said Mr Cambre.

"Peru has truly become the mecca for the world's geologists and miners," said Mr Cambre. "The company was 'fortunate' to be part of the latest chapter of its rich mining history", he said, underlining the go-ahead played by the Fujimori government in "fostering an environment which has encouraged investment."

Mr Cambre was also enthusiastic about the "rich Peruvian mining heritage, knowledge and skill base" which "has made it possible to bring Maqui Maqui into production

ahead of schedule and under budget". Of the 156 workers at Yanacocha, only three are non-Peruvian, of whom two are on loan from Newmont.

The company is trying to demonstrate to locals that having a profitable, largely foreign concern on their doorstep is beneficial. More than half of those employed come from the local area. Yanacocha recently established a rural development programme to finance the rebuilding of schools and health posts in the area and organise lunches for school-children.

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Man report predicts white sugar deficit to be reduced

By Deborah Hargreaves

World white sugar prices edged up yesterday in spite of predictions in EDAF Man's latest report of a smaller deficit between supply and demand than had previously been forecast. London prices were up \$2.50 a tonne to \$394 a tonne, but the market has slipped from \$400 a tonne at the beginning of the week.

The Man report puts this season's deficit at just under 500,000 tonnes compared with a previous forecast of 1.8m tonnes following an increase in

Brazilian production. The estimated rise in output and consumption in Brazil leaves the country with 3.9m tonnes of crystal sugar available for export which is a record high.

The report expects prices in the medium term to be depressed. India and China, which have been large buyers in the international market, are believed to be replenishing stocks rather than buying for immediate consumption.

In addition, higher exports from the European Union and Brazil will keep the market down.

Rutile mine recaptured in Sierra Leone

Consolidated Rutile said its 50 per cent owned mine in Sierra Leone had been recaptured from rebels by government forces but operations would remain suspended while damage was assessed. Renter reports from Sydney.

Several people were reported killed during the battle for the mine, which supplies 25 per cent of the world's natural rutile. It is believed two British employees and one Sierra Leonean taken hostage are still held by the rebels.

Five executives of Dyno Wesfarmers, an Australian-Norwegian explosives company, have been summoned to appear in court in Papua New Guinea on seven charges of negligence in relation to the deaths of 11 men at the Porgera gold mine last September.

Last week a PNG Mines and Petroleum Department report alleged that the company was guilty of professional negligence by not properly maintaining equipment and because of poor supervision.

Remote Indonesian deposit a significant discovery

By Kenneth Gooding, Mining Correspondent

Newmont Mining of the US says that its Batu Hijau copper-gold deposit deep in the Indonesian jungle has turned out to be the largest single discovery in its long history.

Located in the south-western part of Sumbawa Island, 1,500km east of Jakarta, the deposit contains indicated

reserves of 12.6m troy ounces (392 tonnes) of gold and 10.3m lbs (4.673 tonnes) of copper.

Newmont said yesterday that it expected to have a feasibility study completed by the end of the year and, if all went well, construction could start in 1996 for initial production in 1998.

However, Mr Ronald Cambre, the company's new chairman, warned last week that the project "poses many

financial, environmental and engineering challenges before the company can tap its wealth."

This is because the deposit, discovered by Newmont in 1990, is in a remote area and the capital requirements would be huge. But the deposit is only about 16km from the island's coast and there are natural harbours that could be developed to receive supplies.

Analysts wonder whether Batu Hijau will be tempting enough to bring it back into the copper business.

Correction

Barrick Gold is to spend \$300m on its El Indio mine project in Chile during the next five years, not \$250m as appeared in yesterday's Financial Times.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

ALUMINIUM, 99.99% (per tonne)

Cash 2094.5 2125.5

Previous 2074.5 2116.7

High/Low 2090 2127.12

AM Official 2095.5 2130.5

Kerb close 2095.5 2131.2

Open int. 228,810

Total daily turnover 40,239

ALUMINIUM ALLOY (per tonne)

Cash 2020-30 2030-30

Previous 2020-30 2030-30

High/Low 2020-30 2030-30

AM Official 2000.5 2045-50

Kerb close 2000.5 2045-50

Open int. 2,678

Total daily turnover 423

LEAD (per tonne)

Cash 624-5 642-5

Previous 630-5 645-5

High/Low 630-5 645-5

AM Official 630-5 650-1

Kerb close 630-5 642-4

Open int. 36,079

Total daily turnover 11,538

NICKEL (per tonne)

Cash 9645-55 9615-50

Previous 9655-55 9635-40

High/Low 9655-55 9635-40

AM Official 9610-50 9650-55

Kerb close 9610-50 9650-55

Open int. 55,548

Total daily turnover 14,866

TIN (per tonne)

Cash 5820-30 5715-20

Previous 5860-70 5850-70

High/Low 5860-70 5850-70

AM Official 5875-85 5875-85

Kerb close 5875-85 5875-85

Open int. 21,740

Total daily turnover 11,580

ZINC, special high grade (per tonne)

Cash 1111-12 1138-9

Previous 1120-1 1147-8

High/Low 1120-1 1147-8

AM Official 1120-1 1145-5

Kerb close 1120-1 1145-5

Open int. 100,129

Total daily turnover 10,129

COPPER, grade A (per tonne)

Cash 2885-7 2893-4

Previous 2885-0 2890-5

High/Low 2885-0 2890-5

AM Official 2891 2900-5

Kerb close 2891 2900-5

Open int. 291,122

Total daily turnover 82,461

LME AM Official 2.5 rate: 1.8995

LME Closing 2.5 rate: 1.8995

Spot 1.8995 3 mth 1.9000 6 mth 1.9007 9 mth 1.9003

11 HIGH GRADE COPPER (COMEX)

Day's

Close change High Low Int. Vol

Feb 134.75 +1.00 134.50 134.00 1473 140

Mar 135.75 +1.00 135.50 135.00 1473 140

Apr 136.75 +1.00 136.50 136.00 1473 140

May 137.75 +1.00 137.50 137.00 1473 140

Jun 138.75 +1.00 138.50 138.00 1473 140

Jul 139.75 +1.00 139.50 139.00 1473 140

Aug 140.75 +1.00 140.50 140.00 1473 140

Sep 141.75 +1.00 141.50 141.00 1473 140

Oct 142.75 +1.00 142.50 142.00 1473 140

Nov 143.75 +1.00 143.50 143.00 1473 140

Dec 144.75 +1.00 144.50 144.00 1473 140

Total 1473 140

1 mth 1473 140

3 mth 1473 140

6 mth 1473 140

9 mth 1473 140

12 mth 1473 140

15 mth 1473 140

18 mth 1473 140

21 mth 1473 140

24 mth 1473 140

27 mth 1473 140

30 mth 1473 140

1 mth 1473 140

3 mth 1473 140

6 mth 1473 140

9 mth 1473 140

12 mth 1473 140

15 mth 1473 140

18 mth 1473 140

21 mth 1473 140

24 mth 1473 140

27 mth 1473 140

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صكنا من الامل

CURRENCIES AND MONEY

MARKETS REPORT

Sterling steady as base rate rises to 6.75 per cent

Currency markets yesterday showed little response to widely expected 50 basis point rises in US and UK interest rates, writes Philip Gwinth.

The dollar traded in a fairly narrow range after the Federal Reserve lifted the federal funds rate to 6 per cent on Wednesday evening. It closed in London at DM1.52, from DM1.528 (before the US rate rise).

Starting also traded in a narrow range after the Bank of England signalled a 50 basis point rise in the UK base rate to 6.75 per cent. It closed at DM2.405, from DM2.408, and at \$1.583, from \$1.581.

Analysts are not particularly sanguine about the outlook for either currency. The dollar is vulnerable to the perception that US interest rates may have reached a plateau. It is also susceptible to further setbacks on the Mexico crisis, of which there have been signs.

In the case of sterling, there are worries that it could become the victim of politics in the second-half of the year.

Elsewhere, the Bundesbank council left its key rates unchanged, with the repo rate set at 4.85 per cent for a further two weeks. The D-Mark was little moved in Europe.

One interpretation for sterling's tepid response was a market perception that the rate rise was not pre-emptive in the way some of the Bank's earlier tightening had been. Sterling is also being held back by the weak dollar.

London term, Mr Jeremy Hawkins, chief economist at the Bank of America in London, predicted that "political factors would start to take over." He said against the backdrop of a strong economy, the chancellor, Mr Kenneth Clarke, had been happy to accept rising rates. In the second half of the year, however, the market faced the possibility of slowing growth, but still rising inflation.

This set the stage for a "political battle of wills" between the governor and the chancellor, said Mr Hawkins. If Mr Clarke wins (and rates are raised by less than the Bank desires) this would be "out and out bearish for sterling."

Should, however, Mr George, the Bank's governor, prevail, markets would be reassured that Mr Clarke would try and counteract this with a "give-away" budget. Either way, said Mr Hawkins, sterling would suffer.

The dollar was confined to a very narrow one penny range during European trading. For dollar bulls, this was a disappointment, given that both of the elements seen as necessary for a stronger dollar - higher rates and resolution of the

being, to trade on fundamentals. "There is no rhyme or reason for any of the moves - and that's across the patch." Citing the dollar in particular, he commented: "Once confidence is eroded, it is very difficult to get it back." He said that while few fund managers were sellers of dollars at current levels, nor were they willing buyers.

Intervention, or a G7 statement saying the dollar is undervalued, would be two possible ways of boosting the currency, said Mr Chertkov. Neither, however, seems likely.

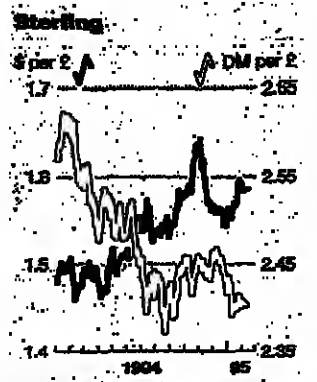
Mr Avraham Persaud, currency strategist at JP Morgan in London, reckons that a stronger dollar requires a "nasty inflation shock" (ending the current complacency), followed by evidence that the Fed is responding decisively.

An alternative view is that an economic "soft-landing" - a slowdown in growth, and subdued inflation - will help the dollar by boosting foreign asset purchases, and crimping the

trade deficit. Mr Persaud, however, argues that the gap between US and German short rates needs to be considerably higher than the current 50-100 basis points for the dollar to recover.

The Bank of England did not operate in the morning. At midday, it provided £12m assistance, at 6 1/2 per cent, after announcing the new minimum lending rate of 6.75 per cent. It later provided a further £165m assistance at the established rate, and £485m late assistance, after forecasting a £700m shortage.

Three month LIBOR was unchanged at 6 1/2 per cent. The June short sterling contract finished at 92.32, from 92.31.



Source: Datastream

Mexican crisis - had been forthcoming. Mr Paul Chertkov, head of global currency research at UBS in London, said the lack of movement in the dollar and sterling reflected a "very, very risk averse" market, where the D-Mark was still seen as the safe haven.

Mr Chertkov said the market had ceased, for the time

POUND SPOT FORWARD AGAINST THE POUND

	Feb 2	Closing mid-price	Change on day	Mid/offer spread	Day's high/low	One month Rate	Three months Rate	Bank of England
Europe								
Austria (Sfr)	(Sfr)	18.9151	-0.0362	0.04	217	18.9890	18.9890	1.1
Belgium (Sfr)	(Sfr)	49.5553	-0.0122	0.23	823	49.5893	49.5893	1.2
Denmark (DKr)	(DKr)	5.1852	-0.0008	0.00	698	5.1876	5.1876	0.8
Finland (Fmk)	(Fmk)	7.4497	-0.0001	0.00	698	7.4507	7.4507	0.8
France (FFr)	(FFr)	6.3391	-0.0002	0.22	380	6.3497	6.3497	1.0
Germany (DM)	(DM)	2.4090	-0.0003	0.08	082	2.4098	2.3861	2.021
Greece (Dr)	(Dr)	375.291	-0.071	0.04	857	375.754	369.594	-
Ireland (Ir)	(Ir)	1.0119	-0.0004	0.14	123	1.0135	1.0068	-
Italy (L)	(L)	2541.17	-3.15	0.05	228	2544.17	2544.17	1.0116
Luxembourg (Ffr)	(Ffr)	49.5553	-0.0122	0.23	823	49.5893	49.5893	1.2
Netherlands (Gld)	(Gld)	2.2095	-0.0003	0.73	807	2.2106	2.2088	2.983
Norway (Nkr)	(Nkr)	10.5311	-0.0015	0.20	371	10.5399	10.5101	1.0591
Portugal (Esc)	(Esc)	208.988	-0.048	0.08	088	209.328	209.328	2.48
Spain (Ptas)	(Ptas)	208.988	-0.048	0.08	088	209.328	208.257	208.102
Sweden (Skr)	(Skr)	11.7770	-0.0161	0.72	888	11.8220	11.7658	11.768
Switzerland (Sfr)	(Sfr)	2.0339	-0.0006	0.32	348	2.0398	2.0286	2.0294
UK (Sterling)	(Sterling)	1.5832	-0.0011	727	742	1.5876	1.5876	1.2729
USA (Doll)	(Doll)	1.5832	-0.0011	727	742	1.5876	1.5876	1.2729
Asia								
South Korea (Won)	(Won)	18.9151	-0.0362	0.04	217	18.9890	18.9890	1.1
Japan (Yen)	(Yen)	161.9151	-0.0362	0.04	217	161.9890	161.9890	1.1
Thailand (Baht)	(Baht)	5.1852	-0.0008	0.00	698	5.1876	5.1876	0.8
Malaysia (Ringgit)	(Ringgit)	3.75291	-0.071	0.04	857	3.75754	3.75754	1.0
Singapore (Dollar)	(Dollar)	1.0119	-0.0004	0.14	123	1.0135	1.0135	0.4
Philippines (Peso)	(Peso)	49.5553	-0.0122	0.23	823	49.5893	49.5893	1.2
Indonesia (Rupiah)	(Rupiah)	2.2095	-0.0003	0.73	807	2.2108	2.2108	1.4
Brunei (Dollar)	(Dollar)	10.5311	-0.0015	0.20	371	10.5399	10.5399	0.1
Maldives (Rufiyaa)	(Rufiyaa)	208.988	-0.048	0.08	088	209.328	209.328	-2.0
Myanmar (Kyat)	(Kyat)	11.7770	-0.0161	0.72	888	11.8220	11.7658	11.768
Laos (Kip)	(Kip)	2.0339	-0.0006	0.32	348	2.0398	2.0286	2.0294
Timor (Escudo)	(Escudo)	1.5832	-0.0011	727	742	1.5876	1.5876	1.2729
East Timor (Escudo)	(Escudo)	1.5832	-0.0011	727	742	1.5876	1.5876	1.2729
South Africa (Rand)	(Rand)	18.9151	-0.0362	0.04	217	18.9890	18.9890	1.1
Botswana (Pula)	(Pula)	5.1852	-0.0008	0.00	698	5.1876	5.1876	0.8
Lesotho (Loti)	(Loti)	6.3391	-0.0002	0.22	380	6.3497	6.3497	1.0
Swaziland (Lilangeni)	(Lilangeni)	2.4090	-0.0003	0.08	082	2.4098	2.4098	1.0
Namibia (Dollars)	(Dollars)	375.291	-0.071	0.04	857	375.754	375.754	1.0
Angola (Kwanza)	(Kwanza)	1.0119	-0.0004	0.14	123	1.0135	1.0135	0.4
Mozambique (Meticus)	(Meticus)	2541.17	-3.15	0.05	228	2544.17	2544.17	-1.7
Zimbabwe (Dollar)	(Dollar)	49.5553	-0.0122	0.23	823	49.5893	49.5893	1.2
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Botswana (Pula)	(Pula)	5.1852	-0.0008	0.00	698	5.1876	5.1876	0.8
Lesotho (Loti)	(Loti)	6.3391	-0.0002	0.22	380	6.3497	6.3497	1.0
Swaziland (Lilangeni)	(Lilangeni)	2.4090	-0.0003	0.08	082	2.4098	2.4098	1.0
Namibia (Dollars)	(Dollars)	375.291	-0.071	0.04	857	375.754	375.754	1.0
Angola (Kwanza)	(Kwanza)	1.0119	-0.0004	0.14	123	1.0135	1.0135	0.4
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W.

The diagram illustrates the experimental setup. A participant is seated at a table, looking at a video screen. A camera is positioned above the screen to capture the participant's view. A light source is located to the left of the screen. A scale is positioned to the right of the screen. A ruler is placed below the screen. The setup is used to measure the participant's response to a visual stimulus.

Financial Times, W

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# Investors torn between bonds and earnings

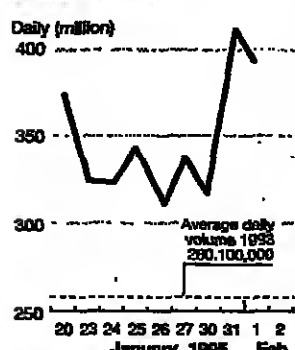
## Wall Street

US shares edged up yesterday morning as investors were torn between following a declining bond market, or tracking a batch of better than expected corporate earnings reports, writes Lisa Branstetter in New York.

At 1 pm the Dow Jones Industrial Average was up 9.42 at 3,856.58. The more broadly traded Standard & Poor's 500 firmed 0.55 to 470.25 and the American Stock Exchange composite moved 0.91 higher to 437.83. The Nasdaq composite gained 3.50 at 761.81.

Trading volume on the New York Stock was active at 184m shares.

## NYSE volume



As investors recovered from Wednesday's widely expected interest rate increase they turned their focus to figures on employment due out tomorrow. Economists expected the January unemployment level to hold steady at the 5.4 per cent reported for December, but a substantially lower figure could reignite fears of inflation, and raise concerns about another interest rate increase.

Comments from the Federal Reserve, which were released on Wednesday together with the announcement of the 50 basis rate increase, led many to speculate that the move would not be the last in the current round of tightening which was begun in February 1994.

In its statement, the Fed said that in spite of "tentative signs of moderation in growth, economic activity has continued

to advance at a substantial pace."

Such hints of inflationary pressure sent the long bond and the dollar down in morning trading.

Earnings reports provided generally good news for the market as a number of companies presented investors with stronger-than-expected figures for the fourth quarter of last year.

Companies exceeding analysts' expectations included: FTX, rising 3.7% at \$27.75; Avon Products, up 3.1% at \$55.75; Colgate Palmolive, which climbed 3% at \$42; and Browning-Ferris, 5% up at \$32.

MBIA, the municipal bond insurer, lost 1% at \$59 in spite of reporting stronger than expected earnings. The insurer reported earnings per share of \$1.83 for the fourth quarter, while analysts had expected a result closer to \$1.40.

Scios Nova, which was unchanged at \$7, reported a lower than expected loss for the fourth quarter.

Ryland Group was also unchanged through the morning with its shares at \$14.40 after the construction group reported earnings below expectations.

Shares in Rubbermaid gained \$1 at \$31.40 after the company reported earnings in line with analysts' estimates.

Salomon shares rose 3/4 at \$33.87 after the company reported a loss for the fourth quarter. The securities house attributed nearly two-thirds of the loss to a one-time charge taken to correct bookkeeping errors.

## Canada

Toronto was led higher at midday by an active gold sector, the gold and precious metals index rising 17.01 to 8,898.90 as the TSX 300 composite index put on 23.18 at 4,042.99.

American Barrick extended Wednesday's gains, rising 3% to \$29.94 in 1.01m shares on its statement that future growth would come primarily from lucrative Chilean assets acquired through its purchase of Lac Minerals.

The waste and transportation group, Laidlaw, saw its B shares up 3% at \$31.14 in 1.34m shares.

## EUROPE

# Milan captivated by bank restructuring stories

Bourses had a quiet day in index terms, although there was some late weakness in line with domestic bonds, which followed US treasuries down, writes Our Markets Staff.

MILAN was captivated by banks, while the Comit index added 2.21 at 674.40.

Ambroveneto was caught up in a wave of speculative buying as the market came to believe that BCI might reopen its bid for the bank which fell into obscurity at the end of last year. The shares rose 1.50, or 10 per cent to 15.00, and trading was suspended briefly during the session after they climbed to a high of 15.290.

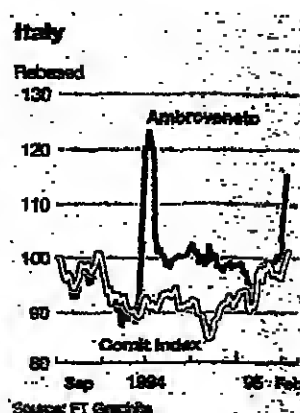
Speculation was encouraged by the expected victory of the Credito Italiano bid for Credito Romagnolo, the offers due to close today. Here, the bidder and bidder fell 1.8 to 12.00, 1.88 to 14.58 respectively.

Ambroveneto, which ranks seventh in terms of profitability in one league table of Italian banks, has been stalked by BCI for several months. BCI was fended off last November after Ambroveneto shareholders organised a shareholder symposium.

One reason for the interest in Ambroveneto over the last couple of days was a suggestion that differences had emerged in the syndicate with one domestic member, the San Paolo group, up 1.81 at 110.13, returned to be willing to sell its 30 per cent stake.

Mr Fabio Basagni of Activest, a Milan investment house, said that the Italian banking system would probably now see an acceleration of restructuring, given the more settled political environment and pledges by the government that privatisation of publicly owned banks was essential for the modernisation of the economy.

However, Mr Basagni



remained sceptical about the degree and depth to which the restructuring process would go, in light of the ingrained conservatism of the banking system. "Many of these proposed mergers and acquisitions would seem to be motivated more by internal power struggles than a desire to reduce margins," he said. "Banking laws and regulations will have to be modified, otherwise these M&A's will not bring about the efficiency in the sector that is required in the 1990s."

After hours, Fiat reported 1994 pre-tax profits some 11.750m, and a reduction in its debt burden. The shares fell 1.60 to 1.610 ahead of the announcement, but traders expected a rally today.

FRANKFURT'S DAX index eased 3.18 to 2,045.25 on the session, and further to an indicated 2,038.46 after hours.

Metallgesellschaft confirmed a net loss of DM2.63bn for 1994-95, and a capital reorganisation in line with indications last November, and the shares fell DM9.50, or 6.8 per cent to DM130.

Most of the share price action took place among second liners. SAP rose another DM87 to DM1,250 for a two-day gain of DM158, or 14.5 per cent.

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## FT-SE Actuaries Share Indices

		THE EUROPEAN SERIES											
Feb 2													
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	16.00	17.00	18.00	19.00	20.00	21.00
FT-SE Euro Stoxx 100	17312.48	17313.62	1815.44	1815.80	1915.35	1915.35	1914.05	1912.81	1912.81	1912.81	1912.81	1912.81	1912.81
FT-SE Euro Stoxx 50	16734.74	16744.78	1525.85	1537.85	1537.85	1537.85	1537.85	1537.85	1537.85	1537.85	1537.85	1537.85	1537.85
Feb 1		Jan 31	Jan 30	Jan 29	Jan 28	Jan 27	Jan 26	Jan 25	Jan 24	Jan 23	Jan 20	Jan 19	Jan 18
FT-SE Euro Stoxx 100	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47	17313.47
FT-SE Euro Stoxx 50	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74	16734.74